

CONCORDIA'S THURSDAY REPORT

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Concordia's team is the only Canadian entry in big U.S. competition

Future engineers groom the Future Car

BY DONNA VARRICA

Future engineers studying in Concordia's Faculty of Engineering and Computer Science have performed exceptionally well in the past several years in several high-profile, alternative-fuel auto competitions. The next two years will see them compete against the best U.S. universities in the Future Car Challenge.

Concordia's team represents the only Canadian institution among the 12 top North American engineering schools.

The competition is sponsored by the U.S. Department of Energy and the U.S. Council for Automotive Research, and is a joint research venture between the Big Three: Chrysler Corp., Ford Motor Co., and General Motors.

The Concordia engineering student team will transform a Dodge

Intrepid into a "Future Car." Two annual, week-long design and performance evaluations will be conducted in June 1996 and 1997. Results will be announced after each evaluation.

The students will use technologies developed by the Big Three and the U.S. government to make possible a vehicle offering up to three times the fuel efficiency of today's mid-sized car, while maintaining the price, performance and utility currently available. Concept cars are targeted for the year 2000 and production prototype vehicles by 2004.

The team's faculty advisor is Mechanical Engineering Professor Tadeusz Krepec. "It is clear that the task put before the students is very difficult," he said. "Their selection was based on the proposal they submitted for the car's conversion."

"Also, the judges — whose criteria

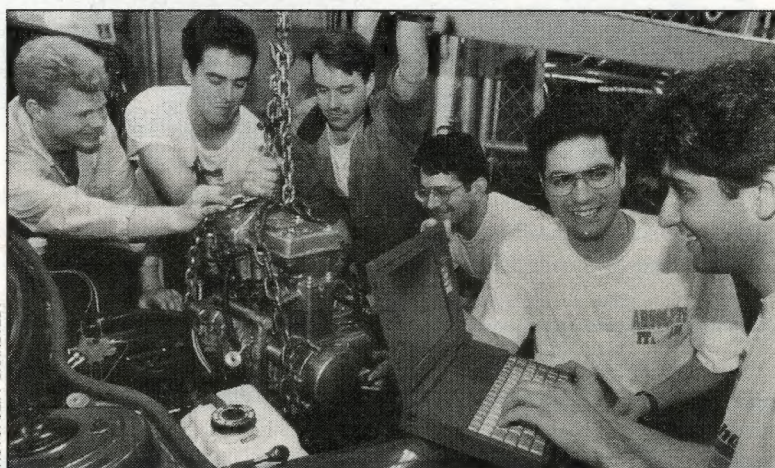


PHOTO: CLIFF SKARSTEDT

Concordia's Future Car Challenge team, from left: Luc Archambault, Rob Caldwell, Mike Pesci, Luciano Martin, Anthony Mainella and George Metrakos (with the laptop).

stated that the 12 schools to be selected would represent the very best automotive talent in North American colleges and universities today — took into account Concordia's successes in previous years."

Those successes are substantial. In 1989, Concordia's team placed second in the Methanol Marathon with a converted Chevrolet Corsica. It placed third in 1991 and first in

See Future car, p. 5

Electric car to be assessed for city use

The vehicle converted in another Concordia Engineering students' project, the Hybrid Electric Vehicle (HEV) challenge, has found a new home. On September 29, the converted Ford Escort was handed over to the City of Montréal to be evaluated.

It will help Transport Canada to assess the value of an electric vehicle in city traffic. The project, initiated and supported by the federal agency with a \$51,000 grant, is being co-ordinated by George Metrakos, a key player in the Future Car Challenge, along with former team members.

The students are providing maintenance for the vehicle and are gathering test data in order to submit a final report to Transport Canada.

— Donna Varrica

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An eight-page Personal Safety Audit Task Force report is included in this issue.

Sir John visits

John Daniel was once a Concordia administrator. Now he's the head of Britain's Open University and a peer of the realm.

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Nine Concordia faculty members and a student president give their views on the outcome and its aftermath.

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Will lead SCPA study tour to Africa next spring

David MacDonald: politician, diplomat, activist

BY BARBARA BLACK

Former cabinet minister David MacDonald doesn't mind being called a "Red Tory." It's a paradox with a pedigree, and he has spent 30 years putting it into practice.

"There have been left-leaning Conservatives all the way back to Sir John A. Macdonald," he said with a laugh recently. Red Tories (Joe Clark and Flora MacDonald are more recent examples) combine conservative economic and social values with an altruistic, progressive approach to public policy.

MacDonald taught a course last winter in Concordia's School of Community and Public Affairs called Impediments to a Sustainable Society, and will teach it again next semester.

He started in Prince Edward Island as a United Church minister with strong community-activist roots, and at the age of only 29, he was elected to the House of Commons for the Progressive-Conservative Party.

Although he admits that the real fun was in being in opposition, he was a member of Joe Clark's cabinet (Minister of Communications, Secretary of State, and the Minister Responsible for the Status of Women) in 1979-80; he also organized the Pope's visit to Canada in 1984.

But the most dramatic job MacDonald has had came just after that, when he headed the biggest relief effort Canadians had ever undertaken, during the Ethiopian famine of 1984-86. It gave him intimate knowledge both of the place (he later

served as Canadian ambassador to Ethiopia and the Sudan), and of the logistics of international emergency relief. The sheer scope of the job still fills him with awe. "Two out of three Canadians wanted to be part of it, one way or another."

A list of MacDonald's committee work for the government shows how deeply he has been involved in such issues, from global warming and nuclear disarmament to human rights in South America and the Canadian War Measures Act.

Active on social issues

Now that he's no longer in electoral politics, he's more active than ever on social issues. As he was being interviewed, in early October, he was about to chair a conference on world hunger in Québec City. This weekend (October 26, 27 and 28), he will take part in an international conference on human rights and the environment at Concordia.

With SCPA principal Marguerite Mendell, MacDonald plans to take a group of students on a study tour next spring of Eritrea, Ethiopia and Uganda, three countries which are "deliciously different, and quite importantly so."

"Ethiopia is an ancient country, with links to Christianity, Islam and Judaism. Eritrea is the first country

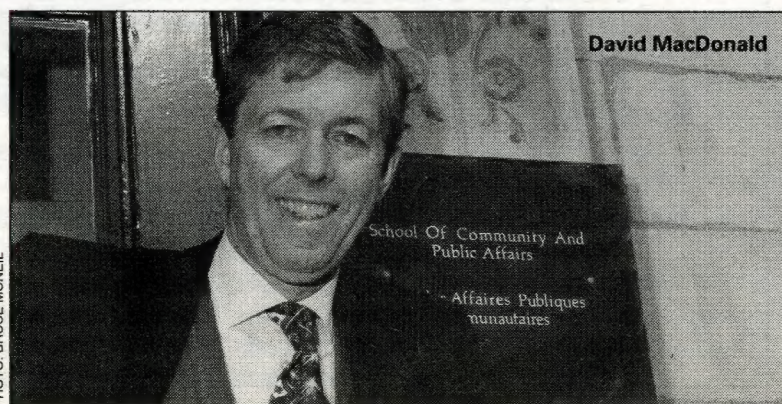
to have broken free of the boundaries imposed in the 1950s and '60s. And Uganda, which I know less well, is out from under a series of dictators."

He remembers his first encounter with the Third World. "It was in 1961, after seven years of university. I went to a church conference in India, and spent several months rattling around Asia. I was unprepared for the high level of education among people my age. Their desire for knowledge and social purpose was an eye-opener."

Africa, with its hundreds of nationalities, its differing definitions of democracy, and its extraordinary practical problems, still clearly fascinates MacDonald.

How can we help? Try to be supportive of African self-reliance, he suggests. "Do anything we can to help their peasant movements. Support human rights. Stop selling arms. And indebtedness [of some African governments] is still a serious problem."

Students who are interested in the African trip should contact the School of Community and Public Affairs, at 848-2575. The SCPA can also answer your questions on this weekend's conference on human rights and the environment.



David MacDonald

PHOTO: BRUCE MCNEIL

Lowy is a voice of moderation at ethics panel

BY PHIL MOSCOVITCH

Rector Frederick Lowy was a featured speaker in a round-table discussion on research ethics at McGill University last Monday.

Two of the panel's three members — Lowy and Philosophy Professor Christopher Gray — are Concordians, and the round-table was organized by Herbert Ladd, a Professor of Psychology at the University.

Lowy, a psychiatrist and former dean of medicine at the University of Toronto, discussed the ethical questions surrounding a controversial study on schizophrenia done at the University of California at Los Angeles.

Medication to control schizophrenia has a number of "nasty" side-effects, Lowy said. As a result, many schizophrenics stop taking the drugs once their condition has stabilized. Most of them relapse into psychotic states, while some can continue to live without medication.

The trouble is, nobody knows how to determine who falls into which category.

The UCLA study was designed to try and answer that question. All of the participants in the research were given medication for their schizophrenia for a time; then some continued to receive it while the rest got a placebo. Many of those taken off medication became severely mentally ill again, and one committed suicide.

By systematically studying those who relapsed, the researchers could have come to conclusions that would have been of great benefit to a large number of people. But Lowy said that by condemning a high percentage of participants in the study to psychotic states, the researchers acted unethically.

Researchers in court

The two researchers who designed the study are now being sued for millions of dollars by the participants and their families.

It is "very hazardous" to harm individuals for the sake of the greater good, Lowy maintained. The results can be disastrous when "investigators have persuaded themselves to take

liberties for the greater good of humanity — and, of course, for the good of their own research." He added that the UCLA experiment "has some merits, but has a great deal of problems, and is typical of a situation that disregards the real needs of people."

Researchers in the United States and in Western Europe are guided by legislation which lays out which practices are acceptable and which are not. In Canada, the federal government's principal granting agencies have only recently begun working on guidelines to govern research carried out with money they disburse.

Lowy felt that this is a sensible approach. "In Canada, thus far, it's all been at the voluntary peer-review

level," he said. "If we in Canada can make our system work, which so far it has, then we are better off than our colleagues in other countries who are caught in a bureaucratic maze."

The audience at the panel was made up almost exclusively of scientists. Many gave the impression of feeling under attack by the intrusion of bureaucrats in government and academia.

In an evening which featured comments from members of the audience like, "My theory of teaching is this: Shut up and learn," Lowy's voice was one of reason and balance. While he called scientific research a "moral obligation," Lowy cautioned that to carry it out ethically is a "moral imperative."

Graduate student started a club where students can learn to speak the mother of many of the world's languages

Sanskrit Day: Celebration of a truly ancient language

BY PHIL MOSCOVITCH

The sounds of one of the world's oldest languages filled the Henry F. Hall Building mezzanine last Wednesday and Thursday, as Concordia's Graduate Sanskrit Club held its second annual Sanskrit Day festival.

The event featured over a dozen lectures on a wildly diverse range of topics, Sanskrit poetry readings, and demonstrations of classical Indian dance.

Speakers included Professor T. Radhakrishnan of the Department of Computer Science on Sanskrit and artificial intelligence, and Laxmi

Mathur, director of Montreal's École de Musique Indienne, on Sanskrit and music.

At least 3,500 years old, Sanskrit was the *lingua franca* among Indian intellectuals and religious specialists for centuries. Thousands of plays, poems, and many of the greatest Hindu and Buddhist texts were written in the language, and it is considered to be a parent of most of the European languages.

The first of its kind in Canada, the Sanskrit Club is dedicated to promoting the use and awareness of the language. Both the club and the Sanskrit Day event are the brainchild of Pankaj Patel, a student in the PhD in Humanities program. He

said that the club, which is the first of its kind in Canada, "is not an ethnic thing. It is more of an intellectual thing." However, students of South Asian origin may be interested in learning Sanskrit, because it is related to most of the other languages of India.

While much of India's most famous literature was written in Sanskrit, it is often treated today as a dead language, used only by priests during Hindu religious services.

Patel said one of the goals of the club is to keep the language alive by promoting conversational Sanskrit. To that end, they are trying to develop an introductory conversational Sanskrit course.

"Beginners are welcome, because we are all trying to learn the basic conversation. This is not a course or a lecture," Patel said. "It's a club atmosphere. We try to make it informal so that people will come and feel welcome." Religion Professor Srinivas Tilak has worked with Patel on developing the conversational Sanskrit course.

This past summer he gave a lecture at the K.J. Somaiya Bharatiya Sanskriti Peetham, an institute in Bombay dedicated to teaching the language. When he met the institute's director, Tilak said, "she spoke in such beautiful Sanskrit, I was ashamed."

He believes that Sanskrit is not a

dead language. "It is a language which is alive, and even the most modern ideas and themes can be communicated using it." There is at least one village in India where the inhabitants still speak a form of the language.

Although few can understand it, there is a daily broadcast on all-India radio in Sanskrit. Hearing about the latest developments in Bosnia or metro bombings in Paris, Tilak said, "gives it that feel of being a language which is alive."

Patel hopes to publish North America's first bilingual Sanskrit and English newsletter, and to hold an international Sanskrit conference at Concordia.



English Professor and poet Richard Sommer is the focus of a National Film Board documentary which will premiere tonight at Concordia. *The Pinnacle and the Poet*, by writer, photographer and film-maker Louise Abbott, chronicles Sommer's seven-year fight to save a mountain near the Québec-Vermont border from the ravages of development.

The film will be shown at 8 o'clock, following a lecture at 7 p.m. by Bruce Rich, author of *Mortgaging the Earth*, in the Alumni Auditorium (H-110) of the Henry F. Hall Building, 1455 de Maisonneuve Blvd. W. These events launch *A Healthy Environment is a Human Right*, an international conference which will continue until Saturday.

1995 Fall Convocation

Information for potential graduates

A University Convocation for all Faculties will be held at Salle Wilfrid-Pelletier, Place des Arts, on Friday, November 24, 1995, at 9:30 a.m. for all students whose degree requirements are completed and approved at the University Senate's Fall Convocation meeting.

The I.D. numbers of approved candidates will be posted in the tunnel connecting the Henry F. Hall and J.W. McConnell Buildings and on the first floor of the Loyola Administration Building on the afternoon of November 6, 1995. Students who have not met all the requirements for their degrees will be mailed written notification no later than November 8, 1995.

Students are advised to check with the Student Service Centre to ensure that all student fees, library fines and graduation fees have been paid. Students are requested to pay their accounts with a money order, certified cheque, debit card, Mastercard or Visa by November 22 in order to be permitted to participate in the convocation ceremony or receive their degree.

Place des Arts provides assistance and has parking facilities for wheelchair users. Use box office entrance off de Maisonneuve Blvd. West and inquire at the security kiosk.



Concordia
UNIVERSITY

REAL EDUCATION FOR THE REAL WORLD

Former vice-rector academic runs Britain's biggest university

Knight errant: John Daniel returns for Ed Tech degree

BY BARBARA BLACK

Concordia doesn't have many Caristocrats among its graduate students. That makes Sir John Daniel a standout.

When he came to Montréal in 1971 and took up a teaching post at the Université de Montréal's École Polytechnique, he already held degrees from Oxford University and the University of Paris, including a doctorate in metallurgical engineering.

Nevertheless, he embarked on a Master's degree in Educational Technology at Concordia. Now called Sir John Daniel — he was knighted in July 1994 by Queen Elizabeth for his contribution to higher education in the United Kingdom — he has returned after a 20-year hiatus to finish his thesis.

In an interview, Daniel explained how his career took an abrupt turn. "I felt I needed to know more about teaching," he said simply, "and Concordia had the best to offer." He described his studies in the Education Department from 1971-76 as "a life-changing experience." Fascinated by distance education, Daniel did an internship at Britain's new Open University, which was then in its second year of full operation.

Back in Canada, he worked in Québec City for the new distance university, Télé-Université. "It was a fascinating time," he recalled. "Télé-Université was a magnet for young separatist intellectuals, and I dealt with people like Jacques Parizeau and Jean Garon, who were then academics."

Daniel began his administrative career at one of Canada's few distance institutions, Athabasca University in Alberta. He served as Vice-Rector Academic of Concordia (1980-84), and then as president of Laurentian University, in Sudbury, Ontario.

In 1990, he returned to the U.K. to become vice-chancellor of the Open University, which he described with enthusiasm.

It is now the largest post-secondary institution in Britain, with 150,000 students. Its enrolment is

doubling every 10 years; the government has frozen funding to full-time students in the regular universities, which is in the OU's favour. Ten thousand students are studying in English in other European Union countries; 8,000 are in the former eastern bloc, studying in their own languages.

Credit for the concept should go to former Labour prime minister Harold Wilson, a working-class intellectual who dreamed of a truly accessible university. The late 1960s saw unprecedented opportunity for public spending, and Wilson's education minister, Jenny Lee, ensured that the new institution was of the highest quality from the outset. In a country of 55 million people with a hitherto elitist approach to universities, Daniel said, there was a large and highly motivated clientele.

Studying from home

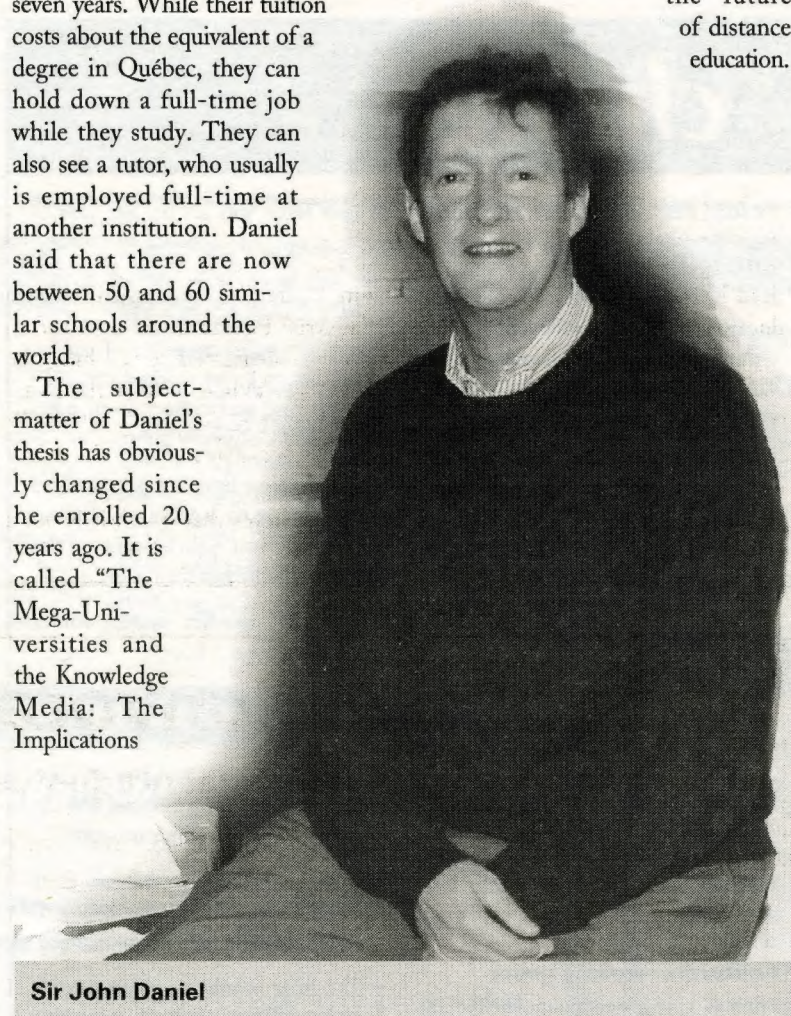
Students at the "OU" study for a degree in their homes, over six or seven years. While their tuition costs about the equivalent of a degree in Québec, they can hold down a full-time job while they study. They can also see a tutor, who usually is employed full-time at another institution. Daniel said that there are now between 50 and 60 similar schools around the world.

The subject-matter of Daniel's thesis has obviously changed since he enrolled 20 years ago. It is called "The Mega-Universities and the Knowledge Media: The Implications

of New Technologies for Large Distance-Teaching Universities," and Education Professor Dennis Dicks is his advisor. He looked at the biggest distance-teaching universities, in Thailand, Korea, Indonesia, India, Turkey, South Africa, Spain, France, and the U.K. — a total of 2.5 million students.

The Open University now has 6,000 of its students networked from their homes, 1,200 of them in teacher training. Daniel says that being on-line gets around two problems of conventional distance education. "It breaks down the isolation by allowing students to talk electronically with one another, and it improves the quality of courses by providing immediate feedback to the teacher."

As he finishes his visit to Concordia this week, Daniel planned to meet with various Concordians who are interested in exchanging ideas about the future of distance education.



Sir John Daniel

PHOTO: BRUCE MCNEIL

IN BRIEF...

Centraide makes appeal

Concordia's Centraide campaign was launched this week with a letter of appeal from Rector Frederick Lowy, and will end with a raffle of prizes on November 30. The main appeal for faculty and staff will be made through pledge cards attached to their November 23 paycheques.

The Centraide campaign at Concordia is being endorsed whole-

heartedly by the new rector. He was approached by Centraide when it was noted that contributions from Concordia had declined substantially.

Lowy's letter invokes the spirit of community to drum up support for the initiative, calling on Concordia to help the less fortunate. "As we get closer to the holiday season, our support needs to be more clearly defined. Literally, it comes down to dollars and sensibility."

Donations are distributed by Centraide to 222 community groups which provide services and programs for nearly half a million needy Montrealers. For every dollar donated, 87.6 cents goes directly to recipients.

The money allows youths, families, neighbourhoods, women in need, seniors, and the physically and mentally disabled to get the help they deserve.

NAMES IN THE NEWS

COMPILED BY BARBARA BLACK

Concordia faculty, staff and alumni/a pop up in the media more often than you might think!

A show by conceptual artist **Irene Whittome** (Painting and Drawing) was chosen to open the permanent home of the Centre international d'art contemporain in a beautiful Art Deco building at 314 Sherbrooke St., and it is still on view. It has received glowing praise from the critics, including those of *Le Devoir* and the *Globe and Mail*.

During the Bernardo trial, **Margaret Shaw** (Sociology and Anthropology) was quoted in a Canadian Press article. She said that people are especially curious about women and children who are violent, but cautioned against quick rationalizations about the cause.

John Zacharias, who teaches Urban Studies (Geography), told *The Gazette* this summer that on balance, the city was wise to create more on-the-street, short-term parking spaces downtown and to turn them over to private interests, while still controlling parking policy.

Success for All is the name of a new reading program picked up from a U.S. university. It is being used in four local schools as part of a project of **Bette Chambers** and **Philip Abrami** (Education). The project was described in *The Gazette* by alumna **Liz Warwick**, who also gave it a longer treatment in the current issue of the *Concordia University Magazine*.

Lindsay Cryslar (Journalism) reminisced about the down-and-dirty Montréal "tabs" of the 1950s and '60s recently in a documentary called *Tabloid Frenzy* on CBC-NewsWorld's *Rough Cuts*. In the documentary, viewers saw a present-day tabloid story meeting. Guess what the editors were discussing as a potential item? The "automated confessional" created by **Greg Garvey** (Design Art).

Gerald Alfred (Political Science) was quoted in an article carried by the Canadian Press about our system of band chiefs, which makes no provision for organized dissent (an "official opposition") on the reserve. He said that the chiefs "don't conform at all to native values and native attitudes towards representation."

Morton Stelcner (Economics) was quoted in the *Gazette* on September 20 about the relationship between earnings and mother language among Québécois. He said that the wage gap between anglophones and francophones has narrowed since the 1970s, but that allophones have slipped behind.

The New York Times acknowledged the Montréal World Film Festival with a full-length article which mentioned Concordia in the context of an analysis of **Serge Losique**, the festival's founder and director of the Conservatory of Cinematographic Art, which is based at the University. Although Losique's choices of entries and personal style have led to Toronto's festival becoming more successful, writer Warren Grimes concluded, Montréal "may be losing a fight that in some ways is not worth winning" by sticking to a more artistic, less commercial format.

Kit Standish, a part-time lecturer in Leisure Studies, was interviewed on CFCF's *On Line Montreal* by Herb Luft. She teaches a course called Employee Recreation Services (LESR 340) which emphasizes recreation and health promotion in the workplace. According to Fitness Canada statistics, she said, the number of companies with such programs has risen from 13 to 39 per cent over the past decade.

A new book on Russian women in the post-glasnost world by **Marika Pruska-Carroll** (Political Science) was mentioned in *The Globe and Mail* on August 30. Interviews with young women showed her that they are turning away from politics, and even from career aspirations.

Wagdi Habashi (Mechanical Engineering) was one of several experts consulted for a *Gazette* article on the dangers of ice build-up on airplane wings. The article was picked up by several other newspapers.

Views on aspects of the Québec referendum have been reported in various media by **Daniel Salée** (School of Community and Public Affairs), **Guy Lachapelle** and **Harold Chorney** (Political Science), **Chantal Maillé** (Simone de Beauvoir), **Anastasios Anastasopoulos** (Economics) and **Lea Katsanis** (Marketing).

LETTERS

Concordia's Thursday Report is interested in your letters, opinions and comments. Letters to the Editor must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814), by e-mail (barblak@alcor.concordia.ca) or mail by 9 a.m. on the Friday prior to publication.

An open letter to the Concordia community:

Newman starts Facchat listserv

Thank you for your signatures and letters on behalf of Dr. Swamy, and behalf of Concordia faculty in general.

About 80 per cent of those people I asked for signatures agreed wholeheartedly, and I have taken the first 68 replies to the Rector this week. The only limit is on my time and energy walking around and talking to people. Please save me the effort, and send me a note asking for an apology to Dr. Swamy.

I have started this week a faculty listserv known as Facchat. There are many faculty who have e-mail addresses which I do not know. If you have not been put on my list but would like to be, let me know at NEWWEB@gemini. This is intended to discuss any and all issues related to academic life.

E.B. Newman
Killam Fellow, Biology

Students question publishing "middlemen"

I have just completed reading the letter submitted by Ron Munro of the Canadian Book Publishers' Council ["Theft is Theft: Publishers"; CTR, Oct. 19].

As a student who is well aware of the costs of textbooks, in addition to other expenses, I was somewhat taken aback at Mr. Munro's interpretation or spin on Ken McMurray's letter.

Mr. McMurray is not advocating theft or anything of that sort; rather, he is outlining for all concerned his perception of the book-publishing industry. In my opinion, he is relatively perceptive in his belief about the high cost of textbooks.

The question to be asked is as follows: Are the high prices really necessary, or is it just a desire to reward various middlemen who deal with the book before a student purchases it?

Mr. Munro, from his vantage point, has no concept of the costs incurred by students in obtaining texts on an annual basis. Therefore, I propose that he examine the situation a little more carefully before deciding to pass judgment on something that he clearly has ignorance of.

Carl Fournier
History student

IN BRIEF...

Concert for Peace

The Concordia Irish Society is co-sponsoring a full day of activities on Sunday at Club Soda, 6240 Park Ave. to support peace in Ireland. October 29 is Samhain, the Celtic New Year's Day.

Entertainment will include Irish dancers and bands such as Orealis, The Waystrels and The Immigrants. Admission is \$20. For more information, call 848-7411, 271-3958 or 495-3689.

Search delayed for Vice-Rector IR&F

Administrative restructuring sent back for study

BY KEN WHITTINGHAM

A proposal to reorganize the portfolio of Concordia's Vice-Rector Institutional Relations and Finance has been sent back to the drawing board for further study.

Rector Frederick Lowy recommended last Wednesday that the Board of Governors delay approving the plan until November to allow more time for consultation. (Recommendations to modify the portfolios of the four other senior administrators will be addressed shortly thereafter.)

The delay means the Search Committee for Vice-Rector IR&F will likely not resume its work until December — a year after it suspended

operations pending a review of the organizational structure of the entire senior administration.

That review started eight months before Lowy arrived. As reported in CTR (January 12, 1995 and September 28, 1995) a task force composed of the rector, the vice-rectors, the secretary-general and the executive committee of the board was originally instructed to submit recommendations by mid-September. They later received a month's extension.

Totally contradictory advice was presented at last week's board meeting. Some governors suggested reducing the number of vice-rectors from three to two; others said the proposed position of chief financial officer (tentatively called Executive Director Finance in the current pro-

posal) should be of vice-rector rank, or equivalent. Others argued that making the finance head a staff position, as Lowy suggested, would never carry enough weight or prestige to make the post effective.

Lowy said any number of restructuring proposals were workable, then listed several rationales for the plan put forward.

By freeing the VR IR&F from personal responsibility for day-to-day financial operations, the reorganization would strengthen Concordia's advancement and human resources sectors. The vice-rector could devote more time to fund-raising, labour and government relations, and innovative use of alumni to assist in student recruiting.

Government relations are current-

ly handled by many departments at Concordia. Each unit approaches the government from its own perspective, however; there is no co-ordination, resulting in missed opportunities for funding and an inability to lobby effectively.

Separating the financial portfolio from "Institutional Relations" would give more power to the academic sector and the other vice-rectors to make real budget decisions, Lowy said. Operational control, however, should be given to a professional with accounting expertise who could ensure that finances are in order throughout the University.

The VR IR&F position has been filled on an interim basis by Hal Proppe since June 1994.

Exchange for change

The following are responses to questions that were asked at the last Exchange for Change session, held downtown on October 12, 1995.

Poor air quality and ventilation:

Fine Arts VA Building

Due to a number of complaints, an inspection was done by the CSST (the provincial work-safety regulation board) a year ago.

The CSST addressed, in particular, the problem of re-entry of contaminated air from the roof and ineffective exhaust ducts inside the building.

The engineering firm Bouthillette et Parizeau was hired. It proposed a four-phase solution. Phase I (completed) involved installing two new exhaust fans on the roof to expel exhaust well above the VA roof. Phase II, to remove and install new exhaust ducts, will be done next summer. Phases III and IV involve installing a humidification system in the ventilation system; this will be carried out by 1998.

J.W. McConnell Building

There have been many complaints about poor air quality since the opening of the new library building in 1992. Concordia's Environmental Health and Safety Office concluded there wasn't enough fresh air to support the number of people using the building.

Yves Gilbert, Director, Utilities, Energy/Physical Resources, says the problem stems from the original decision to build the structure from old ASHRAE (American Society of

Heating Refrigeration and Air Conditioning Society) norms, when it should have been built according to new norms that require approximately four times more fresh air. Gilbert says he asked for new norms, but the Québec government did not grant the request due to cost.

Bouthillette et Parizeau were brought in again to find a solution. They installed a new ventilation system to improve the air quality on the Mackay St. tower last year. Gilbert is waiting for the engineering firm to come back and investigate what more can be done in a cost-effective way. Phase II will involve the installation of a new ventilation system in the Bishop St. side of the tower.

Yves Gilbert sits on sub-committee of the Central Advisory Health and Safety Committee, which is dealing with the issue; he can be reached at local 3753.

Concordia smoking policy

Prior to going totally smoke-free in 1992, the University designated smoking areas. However, costs involved in maintaining these smoking rooms (new air filtration, etc.) were estimated at \$50,000. Vice-Rector Services Charles Bertrand decided not to incur the expense, and declared the University totally smoke-free.

The ban on smoking has not been very effective, however. Major problem areas are the cafeteria and hallways in the Henry F. Hall Building. Major abusers in the Hall Building are students. Professors and staff rarely smoke in public areas, but some smoke in the privacy of their offices.

A task force was set up last year to look at ways to enforce the policy. Starting in January 1996, a system of fines will be put into place.

There are still a number of operational issues to be worked out (i.e., how to fine and collect from part-timers and University guests).

The system for fines has been looked at by Concordia legal counsel Bram Freedman, and will be sent to the Office of the Rector for review.

If approved, the fine system would work like this:

- The fine (if a person is caught with lit tobacco in hand) will be \$25.
- If a student does not pay the fine within 45 days, the fine will be added to the student's account.
- If faculty or staff do not pay their fine within 45 days, the fine will be deducted from their paycheque.
- The fines would be given out by security officers only. A complaint would have to be made to the security desk; then a security guard would go to the location and give the fine to the smoker. (The smoker must be smoking at the time of the security officer's visit to warrant a ticket.)

Shirley Maynes was the chair of the Task Force on Smoking Policy; she can be reached at local 4820.

The next Exchange for Change will be held on Tuesday Nov. 7 from noon until 1:00 p.m. at Loyola's Hingston Hall cafeteria.

CORRECTION

The e-mail address of Travel Review Committee chair Maria Paradiso is mariap@vax2.

CONCORDIA'S THURSDAY REPORT

Concordia's Thursday Report is the community newspaper of the University, serving faculty, staff, students, and administration on the Loyola Campus and the Sir George Williams Campus. It is published 26 times during the academic year on a weekly basis by the Public Relations Department of Concordia University, 1455 de Maisonneuve Blvd. W., Montréal, Québec H3G 1M8 (514) 848-4882
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Concordia
UNIVERSITY

Tremblay heads Centre for Native Education

BY MATTHEW KERBY

Manon Tremblay, whose mother was Plains Cree, grew up in Montréal, and didn't start exploring her own native background until she was 17.

"My mother and grandmother suffered a lot of discrimination in school," said Tremblay, who is the new co-ordinator of Concordia's Centre for Native Education. "My mother didn't want this repeated with her own children, so we grew up in ignorance of where we came from."

One day, she heard her grandmother speaking Cree with some visitors from out west. "I always thought these languages were dead, so I was pretty impressed."

Tremblay began studying Cree from her grandmother, and then took lessons on a Saskatchewan reserve. She wanted to study education at university, and only took up linguistics when she was told that classes were full in the education program at the Université de Montréal.

Tremblay's MA thesis, which she expects to finish in April, is on the integration of English and French words into Cree as it is used daily. She has also been working on a Cree dictionary for seven years, and has compiled over 15,000 words. "I will probably double or triple that number before I am finished," she said.

"My concern is that native languages are dying. It is very important to put these languages down on paper before they die, so that we have a record of them."

"Some words are so integrated into the language that we don't know they are borrowed." She hopes to determine if there is a need for these borrowed words, and whether or not they replaced pre-existing words.

Tremblay comes to her new job, which had been vacant since May, with a lot of experience. She has worked as a project co-ordinator at the Québec Native Women's Association, where she designed workshops on non-violence among youth, and conducted anti-poverty workshops and fund-raising programs. She has also worked with Human Resources Canada and the National Film Board on various native projects.

The Centre for Native Education provides a support system for natives studying at Concordia. They use the centre as a quiet place to study and talk, and attend workshops, lectures and cultural events.

Last year, 55 native students from all over Canada used the service, and Tremblay expects that number to rise this year.

Natives who come to university from small communities in the north, like the Cree and the Inuit, often experience culture shock.

"They have to address the logistics of living in a

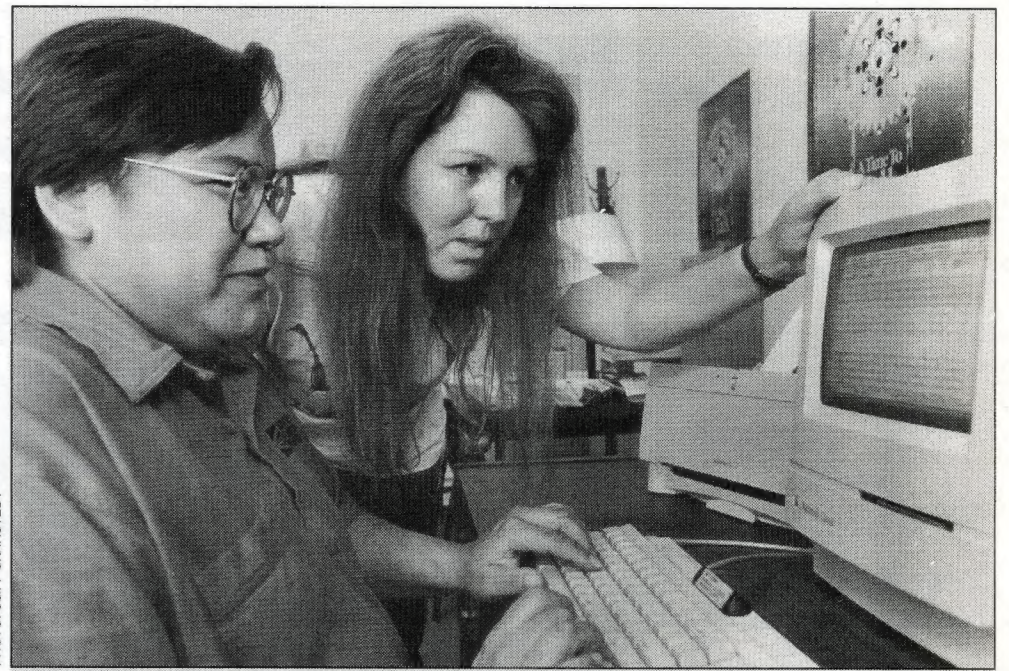


PHOTO: CLIFF SKARSTEDT

Manon Tremblay is seen here helping native student Roberta Neacappo.

big city and finding their way through the university system," Tremblay said. And once they get settled, many still feel isolated. Fortunately, she added, "Concordia is a people-oriented university, flexible and willing to bend the rules when problems occur."

Tremblay expects that the Centre will co-ordinate activities with other student services, including the Women's Centre. A pot-luck dinner is being planned to discuss the referendum and native self-government as they relate to women.

The Centre was created in 1992 as part of the Concordia Council on First Nations Education, a board representing the University and the native community. It operated with funding from the Québec government, private donations and the efforts of faculty, staff and students. Last June, the grant expired, and the Centre for Native Education became a part of Advocacy and Support Services.

The Centre for Native Education is at 2110 Mackay St., and Manon Tremblay would be pleased to meet you.

FUTURE CAR *continued from p.1*

1992 in the Natural Gas Vehicle Challenge with a GMC Sierra pick-up truck. And the team placed third in 1993 and sixth in 1994 in the Hybrid Electric Vehicle Challenge with a Ford Escort station wagon.

The task of building the Future Car does not daunt the team. They are already up to their elbows in grease, taking the car apart in the

basement of the Henry F. Hall Building. Two of the project's student co-ordinators, George Metrakos and Mike Pesci, are making their own promotional tour to drum up support for Concordia's work.

Pesci told Royal Orr two weeks ago on CBC's *Daybreak*, "This is our fifth project in this type of conversion. Concordia is a big name in this field. Whenever we go to the United States and people ask where we are from, they say 'Concordia? Really? That's fantastic!'"

IN BRIEF...

Internet seminars for students

Computing Services is holding a series of Internet seminars for students. The seminars are based on the Alcor student menu, and are

designed to introduce students to the fundamentals of:

- E-Mail using Pine electronic mail
 - Lynx World Wide Web browser
 - News
 - FTP-file transfer protocol
- The seminars will be held

at 2 p.m. in CC-214 (Loyola Campus) on November 2, 3, 9, 10, 16 and 17. There are 50 places available for each session. Attendance is on a first come, first served basis. Please contact Computing Services at -7662 or -7655 to reserve your spot.

OFFICE OF RESEARCH SERVICES

Faculty Research Development Program (FRDP)

Major Interdisciplinary Research Initiatives (MIDRI) - Call for Letters of Intent: December 1, 1995

MIDRI grants are intended for the infrastructure support of a single, identifiable, new research program based on the complementary research interests of faculty members with differing disciplinary backgrounds.

Applications should be multi-disciplinary in nature and the precursors of major research endeavours. It is expected that a significant number of the groups supported within the MIDRI element will continue to build on the intellectual synergy created, thereby resulting in the formation of a recognized research centre or institute.

Teams of five or more Concordia faculty members coming from at least three departments are eligible to apply, where each applicant is the holder of at least one external grant or contract.

Letter of Intent forms are available from the Office of Research Services (ORS) at 848-4888. Please note that the deadline for Letters of Intent for FRDP MIDRI grants is **FRIDAY, DECEMBER 1, 1995.**

OFFICE OF RESEARCH SERVICES

Faculty Research Development Program (FRDP)

Start-Up Research Grants - Next competition: December 1, 1995

Please be reminded that all newly appointed, FULL-TIME, TENURED OR TENURE TRACK, faculty members or professional librarians who have taken up their position at Concordia within 13 months of December 1, 1995 are eligible to apply for an FRDP Start-Up Research Grant. The onus is on the applicant to apply for a Start-Up Research Grant at the requisite time.

Department Chairs are expected to make this program known to all new hires and should encourage applicants to contact the Office of Research Services for assistance when completing their application.

Applicants must have a PhD at the time of application, or expect to have one within one year of the award date. In the Faculty of Fine Arts, a Master's degree is acceptable, provided that a Master's is a terminal degree in that discipline. Exceptions to the one-year deadline for PhD completion will be made on an individual basis for the current cycle.

Application forms are available from the Office of Research Services (ORS) at 848-4888. Please note that the deadline for applications for FRDP Start-up Research Grants is **FRIDAY, DECEMBER 1, 1995.**

Back to the future: Spectre of Québec separation looms again

On Monday, Québécois will vote on the question of sovereignty for the second time since 1980. What will be the impact of a Yes victory? What kind of future do we face with a No? CTR's Shira Katz asked members of Concordia's academic community to share their views.

'I feel trapped'

Daniel Salée, Vice-Principal, School of Community and Public Affairs



"If you vote Yes, you are buying into a project that can't be accomplished within the current economic context.

"The PQ project, since they have been in power, eats away at programs based on social security, such as education and hospitals.

"I would have more respect if they said they wanted a sovereign nation to protect the French language, instead of offering pie-in-the-sky projects.

"If you vote No, you are saying Yes to the status quo, which is showing extreme signs of fatigue, not only in Québec but in [the rest of] Canada."



PHOTO: ANDRÉ FORGET

"I feel trapped, because the political process does not leave room for other movements. It's not like an election, where you can vote for a marginal party to express dissent. I will vote, but with no conviction."

Women shun constitutional politics

Chantal Maillé, Political Science

Maillé says there will be a significant difference in the way female and male francophones vote on the referendum issue.

"If we look at the polls, we see that a majority of francophone men plan to vote Yes, but it's not the case for women," she said. The gap is there even for people who come from different social and economic backgrounds.

"Many women don't feel interested in constitutional politics. Their interest lies more in community politics, issues such as education and welfare which affect their daily lives."

For example, at the Bread and Roses march against poverty, women presented government with a list of demands, but there was no men-

tion of the constitutional debate.

"They did not go so far as to say what kind of political system could meet their demands. There's been an almost complete absence of positions taken on constitutional options by women's groups."

"I don't think it's possible to identify very clearly what the consequences would be, for women specifically, of a Yes or No vote," says Maillé. She considered the recent controversy over Bouchard's

remarks about the birth rate a red herring. "We should transcend the actors involved in the debate."

Maillé's thoughts on women and the referendum are expressed in an article she co-wrote with University of Ottawa Professor Manon Tremblay, and appear in the recent book, *L'Impact Référendaire* (see Guy Lachapelle item on opposite page).

Could solo Québec support universities?

Corinne Jetté, Advisor to the Dean, Engineering and Computer Science

If we create a situation where employers are not sure of their place and businesses shut down, many young people may move.

"In the political and economic confusion, I don't see students wanting to put their lives on hold.

"Our schools depend on federal transfer payments. If Québec becomes sovereign, will it be able to finance educational institutions?"

There will be so much discussion about currency, citizenship, a Québec army and other issues, Jetté said, that the wheels of the economy may grind to a halt.

"Lengthy discussions regarding the transfer of equipment between countries, would cause companies to think again, and would slow technological growth."

Jetté said that the global aerospace industry might suffer in an independent Québec.

"Companies such as CAE and Marconi will have to think what the impact means to them. For example, if the tax rate skyrockets here, they may not be able to remain competitive at home.

"Institutions and corporations need stability. Québec's position

within the global economy would have an impact on technology."

Weakening of social safety net continues

Margie Mendell, Principal, School of Community and Public Affairs

People are confused, said Mendell, because the referendum conflict deflects attention from critical issues that are not being dealt with, particularly major changes to the federal social-transfer program.

"Attention has shifted from social and economic problems that neither the federal nor provincial governments are dealing with.

These problems won't go away on November 1. Neither an independent Québec nor the status quo will make a difference unless both governments come up with social and economic solutions."

In the interest of the referendum issue, she said, other problems have been shelved for too long.

"The decentralization process that is going on between the provinces and Ottawa will continue regardless of the referendum, and we see nothing that shows the PQ is committed to changing social programs — except for rhetorical statements."

Québec support for the arts is encouraging

Christopher Jackson, Dean of Fine Arts

Jackson directs a baroque music orchestra called the Studio de Musique Ancienne de Montréal, comprising about 30 professional singers and instrumentalists.

On the one hand, he's "not a bit

worried" about a separate Québec taking over all arts funding.

"The provincial government seems to be more sensitive to the arts than the federal government, and the present Québec minister of culture, Louise Beaudoin, is fantastic."

In the arts, as in social services, the federal government is handing over much of its funding to the provinces in its effort to fight its deficit, and the federal government's Canada Council has been the victim of serious cuts.

"The Canada Council already has a tiny budget. It's hard not to believe that these cuts are not made purely for political reasons, especially since it's been shown that money invested in the arts brings a greater return than grant money given to small business."

On the other hand, less than half of his group's budget comes from government. If the economy goes into a tailspin, Jackson worries about where future audiences will come from, as well as support from the private sector.

Loony, Queen's image, and all

Dan Otchere, Economics

Otchere says that it makes economic sense for a separate Québec to use Canadian currency, at least in the beginning.

"A separate Québec would need to use the Canadian dollar for the first three to five years. When its economy begins to command international respect, then it could use its own currency."

Otchere explained that if Québec launched its own currency immediately, the transaction costs would skyrocket, and there would be high inflation and unemployment.

Then there are the practical prob-



PHOTO: ANDRÉ FORGET

Salée said that *The End of Work*, by Jeremy Rifkin, is a good example of where the world economy is headed, with a gulf between an elite with jobs and everyone else.

"They [the PQ] say there will be no job losses if you vote Yes. However, we know that there will be job losses, because corporations are trying to streamline. The No camp says we'll lose 92,000 jobs if we separate, but those jobs will be lost anyway.

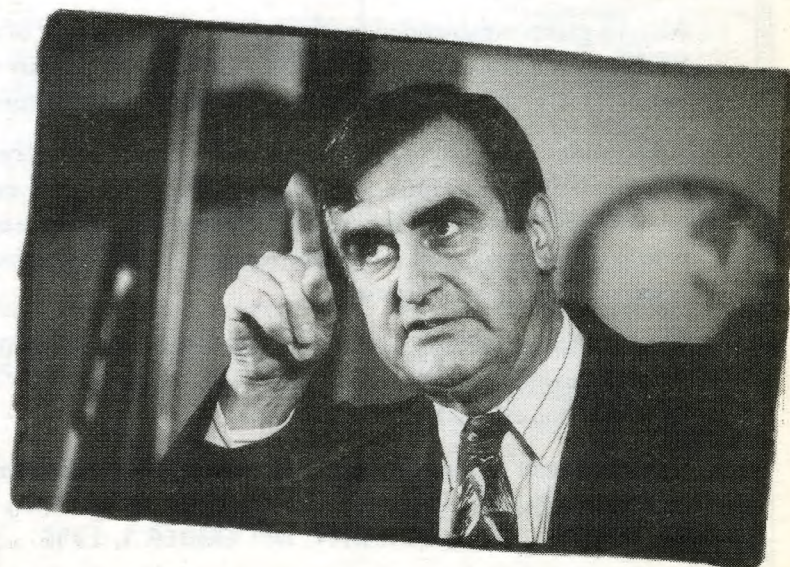


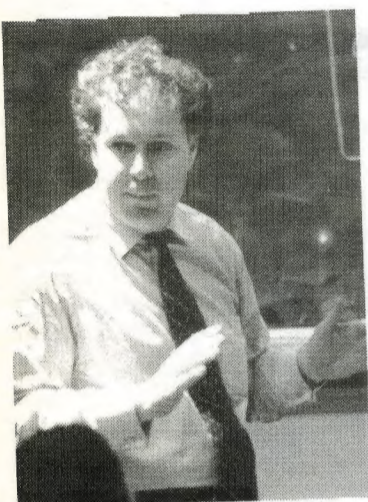
PHOTO: ANDRÉ FORGET

lems. Businesses would have to change their business practices.

"Can you imagine all the work of a restaurant, for example, in changing the prices to the Québec dollar and printing new menus?"

Both Canada and Québec would actually benefit from sharing the Canadian currency.

"If [a separate] Québec used Canadian currency to pay its share of the debt, it would be easier for both countries. The important point is that if Québec separates and uses the Canadian dollar, it will cut down on transaction costs, and it makes accounting easier to accommodate."



'They are the immigrants, we are the natives'

Gerald Alfred, Political Science

Alfred, a Mohawk from Kahnawake, worries that protection of treaty and land rights, as stated in the federal Indian Act, will be thrown out the window if Québec separates.



"We had to fight for years to get the protection we have in Canada, which isn't much, but it's something. With separation, the only guarantee is the word of the separatists, which means nothing because they have no credibility."

Alfred says native people don't trust the provincial government because the history of their relations has not been very productive. He cites Bill 101 and the northern hydro projects as prime examples. "When negotiations fail, the policies go forward anyway. There's no respect for native people."

"It's a complete fallacy that this is [pure-laine Quebecers'] homeland. It should be so obvious to anyone who opens up a history book that they are the immigrants and we are the natives. The only rationalization for asserting their ownership of our land is that their rights have a higher quality than ours, and that's racist."

He believes that Bouchard's comment suggesting that "white" Québec women have more babies

was not a slip of the tongue.

"If it was a mistake, he would have apologized. He said he regretted saying it, which shows he actually meant it."

How would students fare in an independent Québec?

Jonathan Carruthers, president of Concordia Student Union

Carruthers said that a Yes outcome could affect the number of students who choose to study in Québec, and change the loans and bursaries program.

"A lot of students from other provinces would not decide to come here, and a lot of students from Québec, especially the English community, would choose to study elsewhere."

"Students outside of Québec apply to banks for federal loans. Maybe there won't be that kind of support for students who want to study in Québec. For example, would an Alberta student be considered a foreign student, and have to pay a higher tuition rate?"

Carruthers estimates that a separate Québec would lose one quarter of a million people, especially students, and Concordia's shrinking budget could shrink even further.

The Concordia Student Union asked undergraduate students to vote on the issue last week. In addition to the questions about student fees and by-elections for council representatives, ballots included the actual referendum question, and another, simpler one.

Carruthers was surprised to find that there was no significant difference in how students vote.

On the question that was identical to that facing voters on Monday, there were 85 Yes and 660 No votes. The second question, "Do you support Québec independence?" received 92 Yes / 661 No votes.

"Parizeau and Johnson were aware of the referendum at Concordia," said Carruthers.

Pandora's Box — but it could work

Harold Chorney, Political Science



Chorney, a political economist, believes that federal finance minister Paul Martin's figures on the debt are highly exaggerated. He contributed an article to *L'Impact Référendaire* on the debt, and what impact it will have on a separate Québec.

"In the long run, Québec could become successful as a country, but the five-to-15-year transition period would be very difficult."



PHOTO: ANDRÉ FORGET

The difficulties would include expensive start-up costs, a recession period and high unemployment. There would be problems regarding currency, the flight of capital, and general economic uncertainty. Borders and boundaries would have to be discussed.

"A Pandora's box would be opened."

If Québec leaves Canada, the Canada Deposit Insurance Corporation won't insure Québecers' bank deposits. "Parizeau is an economist. The PQ knows that an independent Québec will have its own currency. In the polls, they don't tell you that, because people get scared."

There are ways to increase the autonomy of Québec and have a strong economic policy without separation.

"Québec needs a progressive federalist party. We split our vote between two established parties, neither of which represents a big chunk of the electorate. The Parti Québécois is too nationalistic, and the Liberal Party has given up, I hope only temporarily, its left-wing roots."

Debate looms on power-sharing

Guy Lachapelle, Political Science

Regardless of the outcome, Lachapelle said that we are headed for a major debate on federal-provincial power-sharing and the division of financial responsibilities.

"We are up for major changes in Canada, because the federal system has become dysfunctional; it can't respond to the social and economic needs of the people any more."

"A No result means a devolution of power, and more responsibilities will have to be given to the provinces. If it's a Yes result, I think the partnership will prevail, but it has to be explained."

Prime Minister Chrétien will be forced to negotiate with Québec because he wants Québec to pay its share of the national debt, and to

discuss the future of federal buildings in Québec.

"Right now, Chrétien is lucky, because everything is on hold. But as soon as he talks about social policy, economic policy and the redistribution of powers, he's a dead politician."

Lachapelle has collaborated with John E. Trent and Pierre P. Tremblay on *L'Impact Référendaire*, a collection of academic viewpoints on the referendum. The contributors are part of an academic association called Le Société Québécoise des Sciences Politiques. Lachapelle's contribution argues that the process which the Parti Québécois proposes is legal.

"People knew when they voted for the PQ that they voted for a platform of separation."

"If the Québec Liberal Party and the federal government have a serious proposal to make about changing the constitution, they should make it now. But they are afraid of disagreements leading to another failure, such as the Charlottetown Accord."

MNA Gerald Tremblay warns of economic ruin

BY BRONWYN CHESTER

Liberal MNA Gerald Tremblay says that the Parti Québécois has underestimated the cost of separation by between four and six billion dollars.

The former Minister of Industry, Commerce, Science and Technology said last Thursday that Québec's share of the deficit has been calculated at \$7.9 billion by the Parti Québécois, but a more accurate estimate would be between \$12 and \$14 billion, when such factors as the cost of hiring, retiring or laying off the thousands of federal civil servants from Québec are included.

Jobs would be lost as a result of Québec losing its place in the North American Free Trade Agreement and having to negotiate its own agreement, Tremblay said. American negotiators might negotiate more favourable terms for themselves on

Referendum hours

The University will be open as usual on Monday. However, as prescribed by provincial law, all employees who are eligible to vote must have four consecutive hours to do it.

Polling hours are from 10 a.m. to 8 p.m. An employee who normally works from 9 to 5 o'clock may leave at 4. An employee who begins work at 1 o'clock may postpone starting until 2.

Student journalists report on CIQC

Seven Concordia Journalism students are getting the chance of a lifetime. They will provide live referendum coverage for CIQC Radio-600 (formerly CFCF).

Six of the students will work as reporters, stationed at various "hot spots" on referendum night; the seventh will be assistant to executive producer Bob Linney, who also teaches broadcast journalism in the department. The reporters are Debra Bernacki, Kevin Gould, Catherine Newton, Tim Sergeant, Zoltan Szomoru, and German exchange student Suzanne Timm. Stephanie Hruby is Linney's assistant.

Bob McDevitt, who teaches radio and television in the Department, will also join his Radio News students to report the referendum results.

such hotly disputed items as pork and forest products, for which Canada now enjoys favourable NAFTA terms.

Similarly, a Québec-U.S. trade deal might be less favourable to the textile industry, which employs 70,000 Quebecers.

Tremblay said that Quebecers aren't getting the facts they need to decide their future. Thirty-seven per cent of Yes voters think that an independent Québec would still be part of Canada, he said, citing a recent poll. "There's total confusion."

While supporting the No, Tremblay is not for the status quo, but he believes the foundation has already been laid to eliminate trade and labour barriers between the provinces and win Québec recognition as a distinct society.

Gerald Tremblay's talk was organized by the Economics Students' Association.

The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Kevin Leduc at 848-4881, by fax: 848-2814 or by e-mail: kevin@alcor.concordia.ca.

OCTOBER 26 • NOVEMBER 2

Alumni

Working Ourselves to the Bone: Exploring the Many Sides of Workaholism

Wednesday, November 1

Is your work very important to you? Do you suffer periodic bouts of extreme fatigue? Do you find it harder and harder to take time off? Are you responsible at work, but not in personal matters? This workshop is for all those who struggle in a variety of ways with the insidious malady called workaholism. Whether you are facing your own work addiction, have a relative or friend who over-works, or just want more information, this session is for you. Colleen Hillock (BA'77) holds an MEd in Expressive Therapy from Leslie College in Cambridge, Massachusetts. She runs a private counselling and consulting practice, and has extensive experience as a coach and facilitator. Time: 7 - 9:30 p.m. Price: \$14. RSVP: 848-3817.

An Evening with Antiquarian David S. Brown "Collecting Silver and Old Sheffield Plate in the Nineties"

Thursday, November 2

The Association of Alumni Sir George Williams presents David S. Brown (S-BA'65), well-known Montréal antiquarian who specializes in British and Canadian antiques of the 18th and 19th centuries. A charming and witty speaker, Brown will delight you with his knowledge of and passionate interest in this field of collecting; he will also bring some samples from his own extensive collection to provide hands-on experience for the neophyte. Time: 7 - 9:30 p.m. Price: \$14. RSVP: 848-3817.

Art Gallery

The Leonard and Bina Ellen Art Gallery is located at 1400 de Maisonneuve Blvd. W. Information: 848-4750. (Métro Guy-Concordia)

October 26 - December 2

Ordinary Magic: Aspects of Ritual in Contemporary Art. Monday - Friday from 11 a.m. - 7 p.m. and Saturday from 1-5 p.m.

Reinhard Reitzenstein will present a gallery talk on Friday, October 27 at 1 p.m. and Faye HeavyShield will discuss her work in the gallery on Monday, November 6 at 2 p.m.

Campus Ministry

Financial difficulties?

The first meeting of Mother Hubbard's Cupboard, a group for students living on a tight budget, takes place on Tuesday, October 31 at 5 p.m. at 2090 Mackay St. (Annex Z) A free vegetarian chili dinner will be served. Children are welcome. For more information, call 848-28549 or 848-3585.

Counselling and Development

Register now for Study Workshops

Make this term more successful. Improve your approach to writing term papers and to preparing for and taking exams. Sessions are offered on SGW and Loyola campuses in October and November. Call 848-3545 (SGW) or 848-3555 (LOY) for details.

Overcoming Exam Anxiety

If anxiety prevents you from performing well on exams, this workshop may help. Thursday at Loyola, Nov. 2 from 1 - 4 p.m. Call 848-3555 for details.

Strategies for Academic Writing

Learn strategies that make the writing process easier and produce better papers. Topics: Improving Clarity and Style; Reducing Errors; Footnotes and Bibliographies. Monday at SGW, Oct. 30 from 1:30-3:30 p.m. Call 848-3545 for details.

Sign up now for Counselling Workshops

Make this semester a time for personal growth and change.

Stress Management

Examine individual life stresses and develop techniques that provide an antidote to stress and lead to a healthier lifestyle. Two-session workshop: Tuesdays at SGW Campus, Oct. 31 and Nov. 7 from 10 a.m.-1 p.m. Call 848-3545.

Laughing Through the Stress

This seminar is designed to help you learn to use laughter and humour as a tool in coping with stress. Thursday at SGW, Nov. 16, from 3-5 p.m. Call 848-3545 for details.

Loss and Grieving

Loss of a parent, a loved one or a friend can be devastating. This small-group program has been designed to help you cope with your feelings of loss and grief. Mondays at SGW, Nov. 13 - March 18, from 4 - 5:30 p.m. Call 848-3545 for details.

Register Now for Career Workshops

A word to the wise: "The job is not going to find you!"

Resume Writing

Get more job interviews! You will learn to: identify your transferable skills, focus the resume on your accomplishments and present yourself in terms that match employer's needs. Friday, Oct. 27, from 2 - 4:30 p.m. and Tuesday, Nov. 14, from 9:30-12 p.m. Registration at CAPS, 2070 Mackay St., ground floor. Call 848-7345 for details.

Interview Skills

Every job interviewer wants to know two things about you: What kind of person are you and how you can help their organization achieve its goals? Wednesday, Nov. 1, from 9:30 -12 p.m. and Wednesday, Nov. 22 from 2 - 4:30 p.m. Registration at CAPS, 2070 Mackay St., ground floor. Call 848-7345 for details.

How to Find a Job

Getting nowhere in your job search? Looking for strategies that really work? Let us help you land your first career-related position. Wednesday, Nov. 8 and Thursday, Nov. 30, from 2 - 4:30 p.m. Registration at CAPS, 2070 Mackay St., ground floor. Call 848-7345 for details.

CPR courses

The following CPR and CSST first-aid courses will be offered by the EH&S Office in the next few weeks. Members of Concordia and the outside community can take these courses. Contact Donna Fasciano, Training Co-ordinator, at 848-4355.

CSST First-Aid Course

October 28, 29
14-hour course: One and a half days of first-aid and half a day of CPR. Certification is given by the CSST and is valid for three years.

BLS Refresher Course

Sunday, November 5
4 - 6 hours for life: This course is offered to people certified in the Basic Cardiac Life Support Course, who want to renew their certification and update their knowledge.

Basic Life Support Course

November 18, 19
10 hours for life: This course includes rescue breathing, one- and two-person cardiac-pulmonary resuscitation (CPR), management of the obstructed airway, and infant and child resuscitation.

Film

Conservatoire d'Art Cinématographique de Montréal
Cinéma J.A. DeSève, 1400 de Maisonneuve Blvd. W., Concordia University (Métro Guy-Concordia). Admission: \$3.50.

Friday, October 27

Ma nuit chez Maud at 7 p.m.; Les nuits de la pleine lune at 9:15 p.m.

Saturday, October 28

The Bicycle Thief at 7 p.m.; The Garden of the Finzi Continis at 9 p.m.

Sunday, October 29

Amarcord at 7 p.m.; Ginger and Fred at 9:15 p.m.

Monday, October 30

Que la bête meure at 8:30 p.m.

Tuesday, October 31

Blonde Venus at 8:30 p.m.

The Loyola Film Series

F.C. Smith Auditorium, 7141 Sherbrooke St. W. Tel. 848-3878
Free admission.

Monday, October 30

The Public Enemy, William Wellman (1931), at 6 p.m.; Rear Window, Alfred Hitchcock (1954), at 7:40 p.m.

Monday, November 6

The Wrong Man, Alfred Hitchcock (1957), at 6 p.m.; White Heat, Raoul Walsh (1949), at 8:10 p.m.

Lacolle Centre

The Healing Power of Anger: The Misunderstood Emotion

Wednesday, November 1

Participants will gain a greater understanding of their anger patterns and ways of using anger as both a signal and a tool to more effectively channel energy and communicate needs. Leader: Kathryn McMorrow. 6:30-9:30 p.m. Fee: \$34.19. Information: 848-4955.

Neuro-Linguistic Programming

Saturday, November 4

A model that enables people to detect relevant aspects of external behavior while delving into the complexities of internal experience to produce useful and positive change. Leader: Marie-Solange Sylvestre. 9:30 a.m.-4 p.m. Fee: \$56.98. Information: 848-4955.

Lectures & Seminars

Thursday, October 26

Videomaker Leila Sujir will present her latest work, *The Dreams of the Night Cleaners*, at 4:30 p.m., 7141 Sherbrooke St. W. DL-200 (Russell Breen Senate Chamber).

Thursdays at Loneragan

October 26
Prakashvati Pal, Indian social and political activist and pioneer in the struggle for international women's rights, on "The Role and Participation of Women in the Indian Independence Movement." 3:30-5 p.m., 7302 Sherbrooke St. W. Information: 848-2280.

K Information Centre of Montréal

Friday, October 27
J. Krishnamurti video presentations. Brockwood, 1983 with Dr. Bohm "Is there an action that is not touched by

thought?" 8 p.m. in H-420 Sponsored by CARA. 937-8869.

The Loyola Peace Institute

Wednesday, November 1

"Women in Beijing: Experiences of Exiled Tibetan Women." Speakers: Carole Samdup, Canadian Co-ordinator for the Tibetan Women's Delegation, Tenzin Jimpa, the Canada Tibet Committee. 3:30-4:45 p.m., Loneragan College, 7302 Sherbrooke St. W. 848-7799.

Department of Art Education

Thursday, November 2

Tim Rollins of Tim Rollins + K.O.S., 7 p.m., VA-245, 1395 René Lévesque. 848-4642.

Thursdays at Loneragan

November 2

Ronald Wareham, Department of English, on "The Mythological Dimension of History." 3:30-5 p.m., 7302 Sherbrooke St. W. Information: 848-2280.

CSCPEducation

Friday, November 3

Dr. Barry Zimmerman, City University of New York, on "Self-Regulation." 2-5 p.m., H-767, 1455 de Maisonneuve Blvd. W. Admission is free. 848-2020

K Information Centre of Montréal

Friday, November 3

J. Krishnamurti video presentations. Brockwood, 1983 with Dr. Bohm, "Is there Evolution of Consciousness?" 8 p.m. in H-420 Sponsored by CARA. 937-8869.

Chaire Concordia-UQAM en études ethniques

Monday, November 6

Dr. Anthony Richmond, York University, on "Racism, Nationalism and Globalization." 6-8 p.m., H-767, 1455 de Maisonneuve Blvd. W.

The Concordia HIV/AIDS Advisory Committee

Thursday, November 9

Dr. Barbara de Zalduondo on "Sex, Gender and STDs in Urban Haiti: New Looks at Old Dilemmas." 6 p.m., H-767, 1455 de Maisonneuve Blvd. W.

The International Students Office

Thursday, November 9

Questions about immigration? Information session. 1:30-3 p.m., H-653, Conference Room, 1455 de Maisonneuve Blvd. W. 848-3514.

The International Students Office

Friday, November 10

Job Search for Graduating Students (in their last year). 9 a.m. - 4 p.m. Location to be determined. Call 848-3514.

Meetings

Senate meeting, Friday, November 3 at 2 p.m. in DL, 200, 7141 Sherbrooke St. W.

PSSA meeting, Tuesday, November 7 in 2140 Bishop. Call 932-0822 for time.

Board of Governors meeting, Wednesday, November 15 at 6:30 p.m. in the faculty dining room of the Loyola campus.

CCSL meeting, Friday, November 17 at 10 a.m.-1 p.m. in H-769, 1455 de Maisonneuve Blvd. W.

School of Graduate Studies News

Get-togethers with the Dean

Martin Kusy, Dean of the School of Graduate Studies, would like to meet with graduate students, on an informal basis, at the Graduate administration offices. Sessions will take place from 5:30 -7 p.m. at 2145 Mackay St., on the following dates: Monday, November 13; Wednesday, January 24 and Tuesday, February 13. Space is limited. Please reserve by contacting Kali Sakell at 848-3803.

Special Events

AIESEC

Wednesday, November 8

An exciting combination of speakers will share their knowledge, experience and advice in a symposium titled *Doing Business in Japan*. Business and faculty \$10 at door, students no charge. Time: 2-5:30 p.m., H-110, 1455 de Maisonneuve Blvd W. 848-7435.

Students for Literacy

Volunteers needed to become literacy tutors. If you can read this, you can help us. Please call Dennis at 323-5906 for more info or leave a message at our office at 848-7454 (2020 Mackay, 3rd floor).

Unclassified

Volunteers wanted

The Concordia Inner City Youth Project offers free leisure services to over 400 youths. The project is looking for volunteers to run or assist with recreation programs 2-3 hours a week. Call Lisa Ostiguy at 848-3340.

U.S. work permits

We can help Canadian citizens increase their chances of receiving U.S. work permits. Also, U.S. immigration and related business matters. B. Toben Associates (U.S. Lawyers) 288-3896.

University Ombuds Office

Contact us for information, advice and help with university-related problems and complaints. 848-4964 (PR-100) 2100 Mackay St.

Women

Self-defense course

Saturday, October 28 and Saturday, November 4

Taught by women for women of all ages and abilities. Students \$20, Staff, faculty and alumnae \$50. Call 848-7431

Workshops

The Large Class: Issues, Concerns and Teaching Techniques

Wednesday, November 1
In this session we will examine the dimensions of effective teaching in large classes and suggest a variety of methods and techniques for promoting student learning. 2-4 p.m. in GM-403-2, 1550 de Maisonneuve Blvd. W. Leader: Arshad Ahmad and Ron Smith. Information: 848-2495.

The Personal Safety Audit Report 1994-95

Throughout the 1994-95 academic year, a Personal Safety Audit was undertaken to explore the problem of environmental risks or constraints to constructive participation by Concordia community members. The Audit resulted in suggested actions and recommendations that are intended to minimize or eliminate risks or constraints in the environment that are deemed to limit, inhibit, or prohibit full participation in University life.

A personal safety risk was viewed as an event, an experience, a hazard, an exposure, or a threat in the Concordia environment that would place an individual in jeopardy or in danger for his or her physical, emotional, or psychological safety. Risks can occur within and between the physical structures that 'house' Concordia, or can arise from the social climate, that is, the communication and decision-making processes, interpersonal relations, or patterns of interaction. They (risks) may also result from the way Concordia is organized with regard to prevention, response and the management of these risks. Specifically, problematic conditions may exist in the assigning of roles and responsibilities, in the area of accountability, and/or as a result of organizational design or infrastructure.

In general, the data identify a serious concern about the quality of our physical and social environment, the impact of these conditions on the personal safety of community members, and on our ability as a community to manage risks effectively and efficiently. We can assume from the audit that the Concordia community feels issues of personal safety, be they physical or social, are important, that there is an increasing concern regarding personal safety in the community, and that members of the community want the conditions that negatively affect their personal safety to improve.

This report is not the final word; much more work is required. But it served as a fundamental first step in gaining a better understanding of the difficulties facing Concordia regarding personal safety. It was designed to determine what type of improvements or changes within the physical structure, the social processes, and/or the organizational structure were necessary.

The physical space audits took a representative look at our buildings, a more thorough approach to this aspect of the audit is required. The social climate audit must be seen as the beginning of a much-needed analysis of social well-being indicators. And a more in-depth organizational diagnosis is necessary to prescribe a truly effective risk-management system.

It was expected that the Personal Safety Audit would be followed by organizational resources encouraging ongoing efforts to change conditions within the University so that requirements for renewal and development are supported. It is clear that members of the community want to make Concordia a better place to study and work. This report is intended to open the door to fruitful discussions and thoughtful consideration of the issues and concerns found in the physical and social environments at Concordia. Your comments, feedback, and suggestions for changing the problematic conditions outlined in the report are important and welcome.



CONCORDIA COMMUNITY OPINIONS ABOUT PERSONAL SAFETY

Comments from more than 600 opinion survey participants seemed to support an ongoing organizational attention to personal safety concerns. The following are samples of such responses:

- The University needs to demonstrate that personal security is an important issue.
- I want to see suggestions implemented.
- I want to see follow-up.
- I'm glad to see a survey; it is long overdue.
- There is a need for training and information sessions.
- Immediate action is needed after an incident.

Although several individuals indicated a strong desire for action, there were others who expressed a strong cynicism toward follow-up:

- Suggestions have been made repeatedly in the past, but we never see any action.
- Library safety issues (especially during the summer) are not taken seriously.
- There is always apathy regarding these issues until an incident occurs.
- We are concerned that financial difficulties will always override attention to

safety issues, since safety issues are still perceived to be emotional and frivolous.

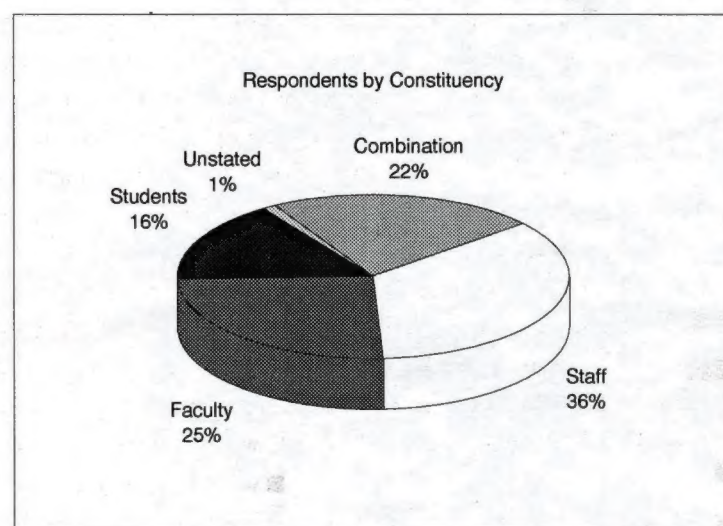
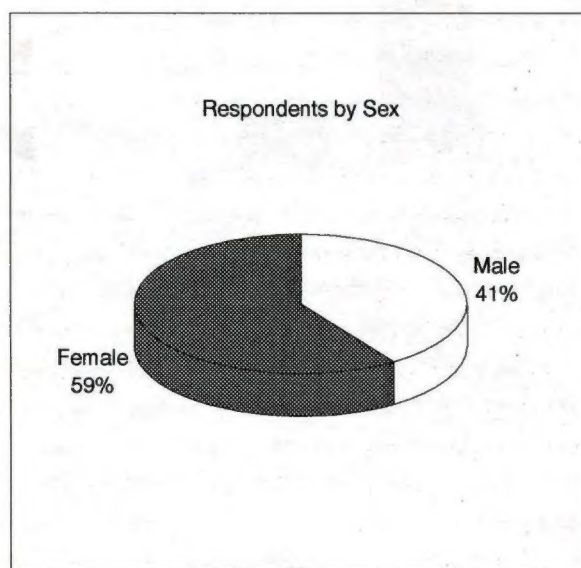
Although there were some negative comments regarding security, there were also several positive comments, mainly from women. These women reported a good relationship with security personnel and, in some instances, felt much safer knowing that security guards were present. A few respondents reported that security personnel checked on them frequently and even escorted them to their cars when working late at night. In addition, while a small number of respondents felt security was not an issue for them, many commented on the need for increased and better security:

- Security's presence should be more visible.
- Concordia Security should be better trained and more professional-looking.
- Guards spend too much time at central desks when they should be patrolling other buildings and floors.
- Concordia Security needs sensitivity training toward women, gays/lesbians, and visible minorities.
- More female security guards are needed.
- People entering buildings at night should be required to pass by a security desk for casual monitoring.
- More spot checks are needed.
- Tighter controls are needed over who enters the building.
- The response time of security needs to improve.

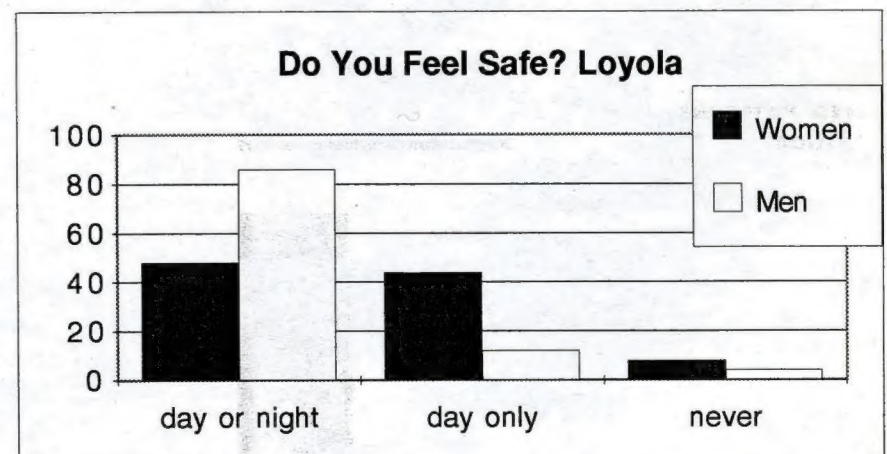
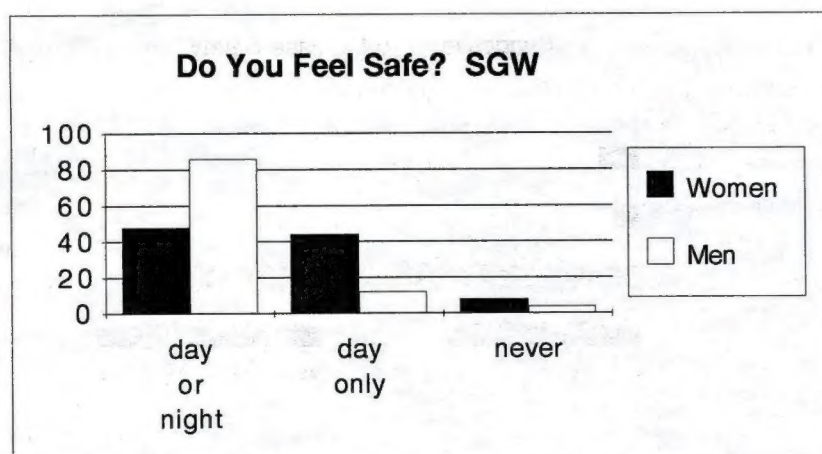
The opinion survey elicited many interesting findings:

1. COMMUNITY OPINION SURVEY RESPONDENTS

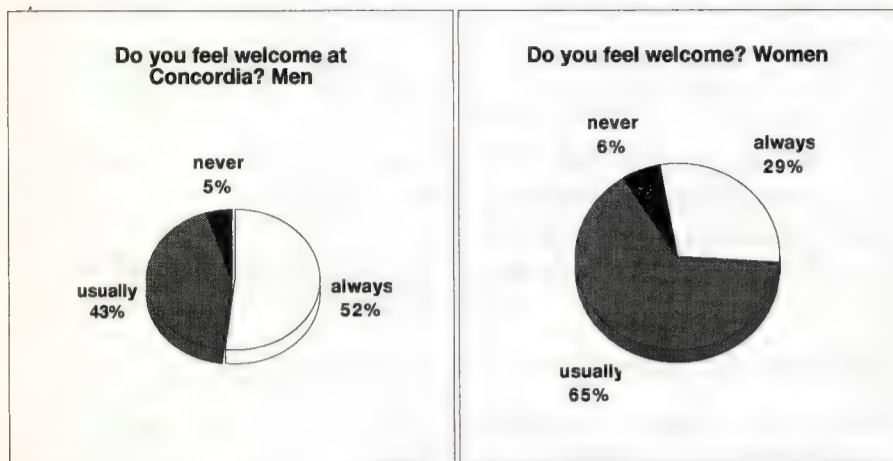
TOTAL RESPONDENTS: 604



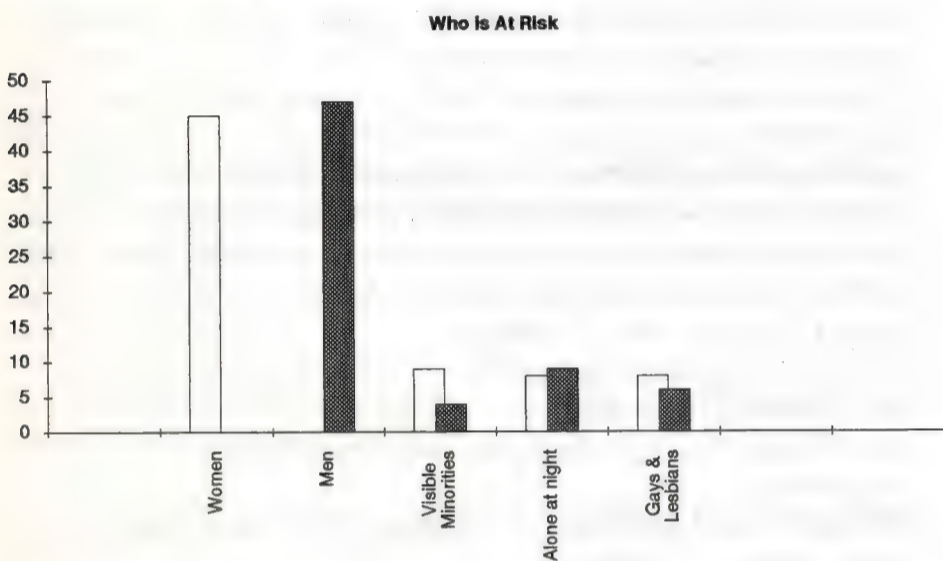
2. DOES THE CONCORDIA COMMUNITY FEEL SAFE?



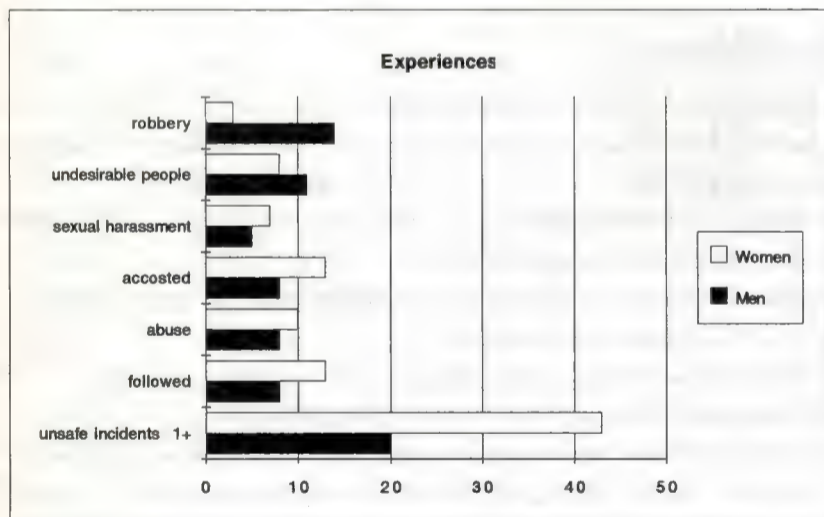
3. DOES THE CONCORDIA COMMUNITY FEEL WELCOME?



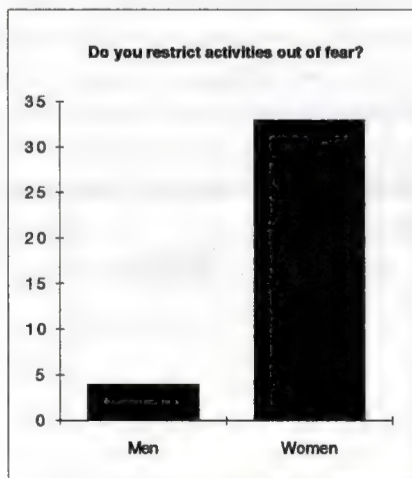
4. WHO IS 'AT RISK' AT CONCORDIA?



5. RISK INCIDENTS EXPERIENCED AT CONCORDIA

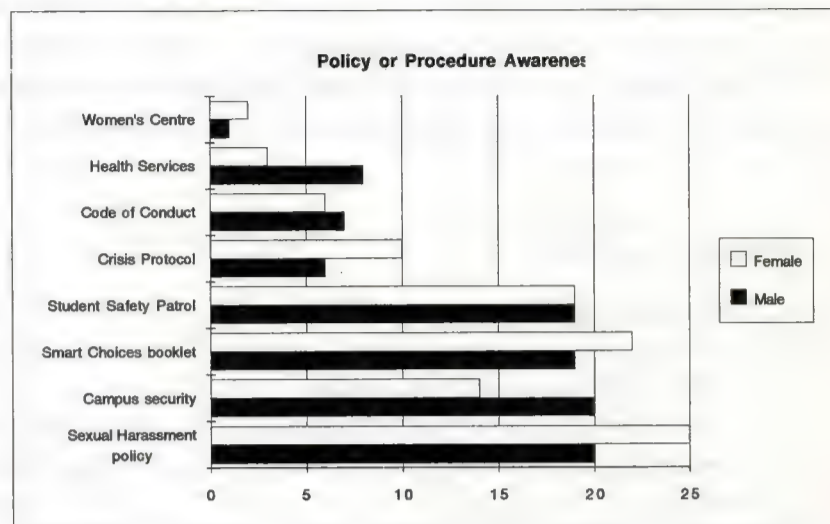


6. RESTRICTED PATTERNS OF BEHAVIOUR



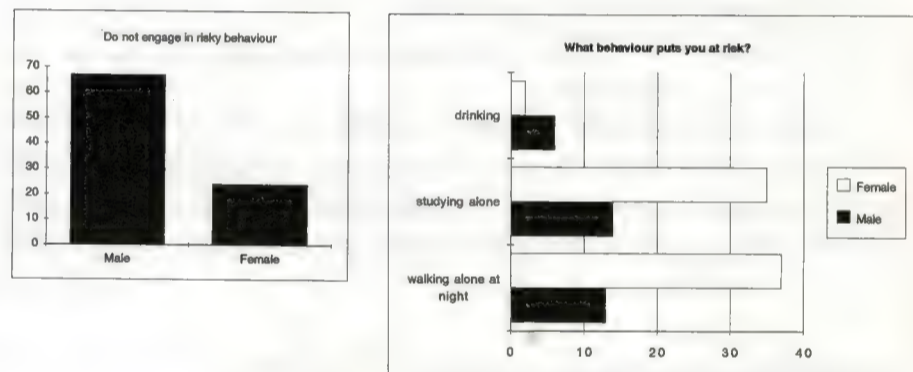
7. HOW AWARE ARE WE OF PERSONAL SAFETY POLICIES AND PROCEDURES?

Personal Safety



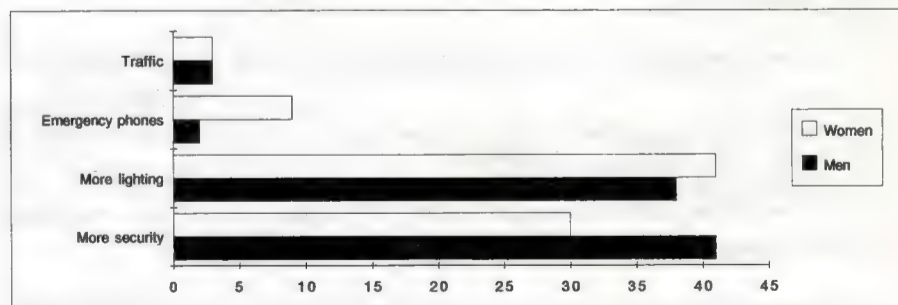
8. WHAT 'RISKY' BEHAVIOUR DO CONCORDIANS ENGAGE IN?

Risky Behaviour



9. THE CONCORDIA COMMUNITY MADE THE FOLLOWING SUGGESTIONS TO IMPROVE PROBLEMATIC PERSONAL SAFETY CONDITIONS:

Suggestions To Increase Safety



THE PHYSICAL ENVIRONMENT

Forty locations were audited, which revealed many common concerns. Although the data collected is in 'raw' form, that is, not measured with regard to impact or frequency, it nonetheless identifies the key problem areas in the physical environment at Concordia.

• ACCESS TO BUILDINGS:

- the need to install security mirrors and cameras
- the need to install intercoms and alarms to control access, especially where there is high public (non-Concordia) traffic.
- the need to install peep holes or port holes or glass doors in entrance doors
- better controlled access to buildings, especially to the various annexes on both campuses,
- the need for signs identifying regular opening and closing, especially the annexes
- limited wheelchair accessibility
- the availability of a locksmith during the hours in which buildings are open
- concern regarding unauthorized copying of keys
- Ensure that an exit leading to an entrapment sight is clearly marked as such. i.e. Psychology Building courtyard, S & K annex courtyard, and the tunnel between the LB and Hall building.
- Install 'No soliciting or peddling' signs on all doors.

• INTERNAL PHYSICAL SPACE:

- clearly identify use of all rooms in a facility
- better lighting in stairwells and other isolated areas, such as basements
- telephones in the elevators
- a second exit and locks for all women's washrooms
- install locks where required and use locks when room or facility is not in use
- install curtains on windows that are easily observed from the street
- Ensure clear directional signs, particularly in the confusing and maze-like floors and buildings, i.e. BC, CB, VA.

• EMERGENCY SITUATIONS:

- the availability, access and functioning of emergency phones
- better lighting around emergency exits
- concern about external access to and ease of exit from emergency exit routes, especially in annexes backed onto alleys
- ensure that there is more than one exit per floor and both are easily accessible
- emergency training at each location to ensure good communication and response in an emergency
- regular updates of emergency floor plans to confirm any building modifications
- emergency lighting during power outages

• 'RISK' BEHAVIOUR:

- safety concern when walking to and from parking spaces, especially behind annexes
- special attention to isolated work and study areas, especially if used in the off hours by "at-risk" individuals
- installation of panic buttons in particularly problematic areas; high-crime and isolated areas frequented by groups at risk

• EXTERNAL GROUNDS AND ENTRANCES:

- remove shrubbery and obstructions near entrance and exits
- ensure well-lit, well-marked paths to and from buildings, especially on the Loyola Campus
- need for accompaniment to Métros (especially Lucien L'Allier and Guy-Concordia)
- Work with the City in specific cross-walk areas, abandoned areas located near Concordia buildings and Métro areas used by students.
- Install grills on windows in high-risk areas.
- need consistent, easily recognizable signage on campus grounds

• CONCORDIA SECURITY GUARDS AND PROCEDURES:

- Develop safety support for females and other at-risk groups so they can participate fully in campus life during 'off' hours.
- Develop strategies to secure the safety of all at-risk groups in isolated areas, especially after hours.
- Improve attitude of security officers: more helpful, responsive and less threatening, particularly on the SGW campus.
- Improve communication between security and facility users, especially those responsible for safety and facilities.
- Install a system to register an individual's presence in facility after hours, allowing security to have an accurate log of after-hour facility users.
- special security attention and strategies in all-women or mostly female-used facilities: F, Simone de Beauvoir, Conference Services, Continuing Education, S, and K Annexes, and the AV Mite lab
- Set up and implement security policies and standards for use of facilities (use may vary from facility to the next).
- more frequent and specifically targeted patrols, randomly scattered for less predictability
- Develop system of control keys or magnetic card providing two layers of security in certain high-risk areas.
- Develop and use a warning system of ongoing or repeated threatening or criminal behaviour.

• PHYSICAL RESOURCES:

- clear identification of workers in buildings
- Respond to minor repairs that cause major personal safety concerns, such as burnt-out light bulbs
- Make sure drafty windows and doors are repaired so people don't tape or block them shut during cold months.
- notice of work to be done to facility users by University or contracted personnel prior to appearing on location
- Lights must be controlled by users of room with switches inside room, clearly marked and controlling the light in only one room.
- Space-planning efforts should include personal safety as a criterion when considering use of space or when designing new space or renovating old space.
- The design of many buildings is poor from a personal safety perspective. A redesign of certain facilities should be considered. For example, some LB corridors are dead ends and invite abusive, threatening behaviour.
- A master facility development plan for the University must take into account personal safety. Several large buildings are not part of the normal 'campus' traffic and this isolation is cause for concern, especially if buildings are used primarily by women.
- Unused or underused areas in facilities should be re-planned for use or closed off for use.

THE SOCIAL ENVIRONMENT

Information was gathered from the Concordia community to increase understanding of the challenges inherent in evolving toward a climate that would promote a sense of belonging, and to foster an environment that encourages community concern for others and is conducive to constructive participation of all members of Concordia. When talking about the social environment we are referring to the framework for making one's own behaviour sensible and meaningful. Concordia is an organization that resides in ideas, values, norms, rituals, beliefs and patterns of shared meaning that guide organizational life and sustain it.

SOCIAL ENVIRONMENT OBSERVATIONS:

- Concordia has a variety of buildings with clear identifying banners, flags and signs; smaller annex buildings seemed to express individual personalities and had either greater or lesser physical evidence of connection to the main campus. People from groups who worked in these facilities felt more or less connected to the community.
- Concordia has classrooms with movable desks giving a sense of informality. As well, the classroom set-up allows for flexibility and, possibly, increased access. There appears also to be a lack of physical boundaries to accessing buildings, classrooms or even offices.
- Concordia's two campuses have distinct social climates.
- Concordia has a large and diverse population and appears to be easily accessible to a large number of people.
- For the size of the University community, there is a serious lack of social space, especially greenspace, on the SGW campus.
- A lack of maintenance of physical spaces was observed, and there is increasing physical evidence of the serious budget restraints throughout the University.
- An apparently limited concern for and support of personal safety issues within University operations was identified. We offer classes at night, but there are part-time faculty and students from these at-risk groups who believe that attending and/or teaching night classes puts their personal safety at risk. One often mentioned concern was the lack of 'safe' places for part-time teachers to meet with students, especially in the off hours. The last shuttle bus from Loyola is before 11:00 p.m., and several classes, especially at the graduate level, extend past this time.
- An all-too-common experience at Concordia was a regular sanctioning, tolerance or excusing of overly aggressive, disrespectful and uncivil behaviour. Interpersonal relationships were often mentioned as being problematic and contribute to an unhealthy social climate.
- Damaging power relations were cited as being particularly problematic for women staff and students as they set up serious obstacles to a healthy work and study environment.
- Incidents of intimidation by students have become particularly serious, especially for female faculty. Several strategies were elaborated by these women to deal with these situations. Some of these women have resorted to carrying cellular phones. Most women will not meet students for purposes of implementing academic rules during off hours or if they are not in the company of other colleagues.

- Certain situations exist that contribute greatly to the level of insecurity and vulnerability felt by particular at-risk groups. In those buildings with greater public access the frontline workers are nervous and feel vulnerable to being attacked. As well, all-women or majority-women work environments tend to make the occupants feel targeted and vulnerable. Also, those work environments with fewer than 10% female composition tend to have an atmosphere where women feel isolated and unwelcome.

- People are anxious and frustrated regarding resource availability.
- Low morale and a generalized sense of insecurity is expressed.
- As there was no evidence to the contrary, it was presumed that efforts to develop or maintain a supportive environment are lacking.
- An apathy or lethargy seems to be developing at Concordia.
- A longstanding and widely felt sense of being 'on hold' and a common concern regarding the lack of University leadership was expressed.
- Even though the University mission statement has fairly widespread understanding and support, there are obvious discrepancies between what is stated, what we say we value and people's reality.
- A lively conversation is currently taking place within the academic community with regard to traditional approaches to the delivery of curriculum and to determining University priorities and equity concerns. Concern was expressed that this conversation may pose a serious challenge to, or even backlash against progressive action regarding gender equity.

WHAT CONDITIONS WILL CONTINUE AT CONCORDIA THAT WILL AFFECT THE SOCIAL ENVIRONMENT?

- Organizational stress will increase over the next few years and with an anticipated increase in stress there will be a corresponding decrease in civility and increase in aggressivity.
- There will be fewer resources (human, financial, facilities, etc.) to carry on Concordia's mission.
- There will be constant shifts in organizational priorities and in the pacing of organizational change efforts in response to external and internal environmental requirements.
- Concordia will be too busy reacting to economic pressures, and will have little time or patience to take proactive measures or to focus on organizational renewal.
- Staff and faculty will resist the changes that are to come.
- An environment of uncertainty will persist and the need to effectively manage feelings, emotions and conflict will increase.
- The approach to work will be more task oriented, with expectations of ever-increasing workloads and responsibility.
- Lesser concern will be placed on the maintenance of effective social processes or climate.
- Working together in collaborative, inclusive ways will be increasingly important, but efforts at renewal in ways that are non-traditional or that invoke new relational or communication patterns will be difficult.

CHARACTERISTICS OF AN 'IDEAL' SOCIAL ENVIRONMENT AT CONCORDIA:

- Develop a leadership that thinks strategically, that is, proactively and that is responsive to change.
- Ensure that decision-making processes are identified by an openness and by the inclusion of those who will feel the impact.
- Become truly accessible to a wide diversity of students, staff and faculty. This requires an understanding of respect and tolerance for equity and fairness within the life of an organization. It also requires an ability to measure the impact of specific climate characteristics on issues such as recruitment and retention.
- Ensure there is clarity within the University community with regard to what it means, individually and collectively, to be responsible and accountable for ethical behaviour and for maintaining the integrity of the University.
- Find ways and resources to re-dedicate ourselves (faculty and staff) to learning and re-learning.
- Strive for a better balance, in development and delivery of curriculum, between competency skills and education for thought.
- Promote and support more collaboration and less competition for resources and increase sharing within the community for critical resources.

In a perfect world, Concordians would not reinforce status differences and display a willingness to relinquish territory. We would make our environment conducive to better conversation and dialogue by treating and speaking to each other in a civil and respectful manner, by demonstrating concern for each other, and by caring about and nurturing relationships. As an organization we need to demonstrate a willingness to reflect on our practices (i.e. teaching, work), and see the need as individuals and as a community to begin the process of change. We would see these current times as an opportunity and a challenge, and work together toward improving conditions that support critical issues such as retention and recruitment efforts.

Strategies toward these ends include:

- promote the concept of inclusive teaching
- increase the focus on student-learning requirements
- plan for social space within and around our facilities
- increase, promote, and support faculty learning development opportunities
- organize one-stop shopping for student information needs
- ensure adequate and supportive advising and mentoring for students.

Suggestions from the community toward an improved social climate include:

- placing value on and appreciation of the different realities of community members, and developing processes that move individuals who feel marginalized or not welcome to being enabled to participate fully in Concordia community life.
- developing and delivering various training and skill development sessions, including: how to deal with disruptive or aggressive behaviour; learning the 'frontline' response to difficult people; cross-cultural orientation and training; and learning how to defuse hostility.
- offering easily accessible (inexpensive and conveniently scheduled) martial arts training for women in the Concordia community.

RISK MANAGEMENT AT CONCORDIA

Effective risk management requires a basic understanding throughout the University with regard to the moral and legal responsibility to prevent or minimize risk to the personal safety of community members, careful attention to a risk management processes, specific application to Concordia's needs and circumstances, and the ongoing commitment of management, faculty and staff to such a process. The real value Concordia places on ensuring a welcoming, enabling, and secure environment for all members of the Concordia community is determined, to some extent, by the ways in which concern for personal safety (physical, emotional or psychological) is reflected in University policies, processes, and practices.

As in any institution, Concordia has strategies, activities, and programmes in place intended to prevent, minimize or otherwise manage physical and social risks. The Audit looked at these operations from a risk management perspective, that is, a thorough identification and evaluation of risks, and the careful selection and implementation of risk control strategies.

Presumably there is no consensus on what one should expect or tolerate in work and academic relations at Concordia. Finding ways to carry out the business of the University so that relations strengthen, rather than deteriorate, seemed to be the overwhelming desire within the University community. Repeated calls were made for opportunities or occasions to discuss guiding principles, ground rules, boundaries, and expectations for relations within the University community.

There was a clear appreciation that personal safety was a shared responsibility within the Concordia community. Individual facility-user strategies sprang quickly to mind. Knowing the users of your facility, making sure that within a location colleagues and students are safety-conscious, ensuring that all users respond quickly to needs and problems, that individuals assume responsibility for their own space, and that local rules are set up, understood, and implemented, were all strategies that could be implemented. Obviously Student Services staff and the Student Services Centre are trying to respond to student needs, but Concordia appears to be less student-oriented than desirable. It is time to move beyond lip-service and adopt a strategic approach to being more consumer focused wherever student contact occurs.

A major obstacle to discussing how personal safety should be embedded in University operations is the lack of common understanding of what personal safety means. Some people felt that only the physical environment should be audited regarding personal safety. Others immediately connected to the social (emotional and psychological) dangers lurking in the environment to the personal safety of community members. Still others looked at personal safety from a social perspective, but with an eye to responding to the individual in need and with little appreciation for prevention using a social change approach.

Although there have been several processes and documents designed to move the organization forward, there is a palpable frustration and cynicism developing in the community with regard to lack of follow-up and wasted time and effort. An apparent lack of concern for these issues has left the community feeling this type of exercise would be futile.

Even though there are several individuals and offices committed to providing a safe environment at Concordia, there are obvious organizational impediments to this effort. The picture that was painted is one of shifting roles, lack of collaboration, defensive communication, and lack of clarity with regard to who is responsible or accountable for prevention or response to personal safety issues within the University. It is unlikely that any University member can communicate supportively in every situation, but the pattern and quality of the communication seems to have had a negative impact on the effectiveness with which Concordia has dealt with personal safety concerns.

Operationally, it appears that there are no clear distinctions made between responsibility or accountability for the security of people and/or property and for public safety. Personal safety seems to be, more or less, on everyone's agenda, but

a comprehensive, system-wide approach to addressing and managing all personal safety risks at Concordia is not in place. Many people from various units and offices play a part in the security or safety effort at Concordia, but an apparent lack of formal collaboration in this effort exists. The division of labour appears to be somewhat artificial and may well work against a team-like approach to problem-solving and issue resolution. At any rate the community is confused about who is responsible and accountable for personal safety. Perhaps, more important, members of the community are unsure how organizational or system problems related to personal safety are resolved and uncertainty continues in the community as to if or when personal safety issues will be addressed.

Concordia has established several effective offices and mechanisms to respond to individual issues and concerns regarding the emotional and psychological aspects of personal safety. These include the Ombuds Office, the Sexual Harassment Office, Health Services, the Code Administrator, and the Disruptive Behaviour Protocol. In addition to response, very often these offices carry out an important, often informal, role that takes the form of advising, issue identification and clarification, conflict resolution, and what is termed 'shuttle diplomacy'. Although these strategies can be very helpful in putting those in difficulty on the right track to resolution, they do not necessarily translate into system change within the environment. Obviously Concordia's ability to respond to these types of individual personal safety issues is not the problem. The concern is the ability of Concordia as an organization to respond to and correct problematic environmental conditions. As well, Concordia has not developed or instituted strategies or processes that would prevent these types of conditions from arising in the first place.

There seems to be a lack of clarity with regard to how conflictual relations within units or departments are addressed. Due process regarding conflict resolution is not obvious to members of the Concordia community. The role of Human Resources, the various unions, the Environmental Health and Safety Office, and the offices charged with responding to 'social' safety issues, in a conflict management or resolution process requires clarification. In particular clear boundaries are required for agents or agencies mandated to react to difficult conflictual situations, those who are supposed to respond in a quasi-judicial role, and those who are responsible for proactive prevention strategies. As well, a carefully designed conflict management and resolution strategy within the University is needed.

It seems that until recently Concordia Security has acted as a response body whose major concern was to keep University property safe. In recent years, with new leadership and increased community demand for a more personalized approach to security, a shift in orientation and focus has occurred. Increasingly, Concordia Security is seeking and finding ways to identify, prevent, and respond to issues and concerns related to the personal safety of the community. For example, Concordia Security is developing strategies and programmes with student groups to assist in the prevention of property crime.

The Environmental Health and Safety Office also has a hand in the personal/public safety domain. The Fire/Public Safety Officer, for the most part, attends to fire and building-codes violations, which is not surprising given our physical environment. The focus is on code requirements and compliance. This is a complaints-driven approach and is limiting from a prevention perspective. This approach will not lead to the creation of the best possible physical environment. Focusing on code requirements and compliance as the strategy to improve the physical structures or response to personal safety situations ensures only that the bare minimum of problematic conditions is addressed.

The recent emergence of the Concordia Student Safety Patrol was identified by several people as much-needed and helpful. The co-operative and at times truly collaborative relationship that is evolving between the Concordia Student Safety Patrol and Concordia Security is exciting and suggests flexibility in strategy and a more community oriented approach to addressing personal safety concerns. Support and encouragement is necessary for these types of relationships to continue to evolve. As well, guidance and resources for the Concordia Student Safety Patrol to be a key actor in the personal safety prevention and response strategy is important.

Another major organizational barrier to effective risk management may well be the roles critical offices or agencies play in recommending, as opposed to, implementing or executing improvements. Concordia Security and the Environmental Health and Safety Office have the power to recommend modifications to physical structures, while Physical Resources has the power to implement and execute. In matters involving personal safety, those with the power to act on recommendations do not seem to view personal safety as a pressing issue, or perhaps lack sufficient resources to effectively address personal safety issues. This situation has contributed to a less-than-supportive climate of communication between key staff in these areas, and has not necessarily been conducive to implementing effective problem-solving. There is no agreement on what priority, if any, personal safety enjoys in relation to other priorities, such as energy conservation and downsizing in key 'safety' areas. Taking steps to ensure collaboration and a team-like approach to identifying issues, recommending action and implementing solutions to eliminate or manage personal safety risks is essential.

The participants of the audit are well aware of the challenges the University is facing and are concerned these will have a negative impact on the social climate and on the operational capacity to organize and improve the physical conditions for safety at Concordia. In particular there is a concern in the community that patterns of organizing and allocating resources within key sectors in the University could limit the implementation solutions to personal safety problems. Specifically, the continual restructuring within Physical Resources and diminishing resources in this area, and within the Concordia Security could pose a serious challenge to an effective risk management programme.

In times of financial constraint, difficult decisions that affect the productivity, security, and health of individuals are required. In order to balance these needs, a commonly-agreed-upon set of priorities is essential. It is suggested that personal safety become a priority throughout the University and that this be operationalized through criteria for decision-making at all levels. This would contribute to the development of a system that decentralizes implementation and execution in response to problematic environmental issues, be they physical, emotional or psychological. This type of system would greatly enhance a shared responsibility throughout the University for personal safety issues, remove the 'bottle-neck' that seems to exist at Physical Resources with regard to improving problematic physical conditions, and would likely result in a more timely response to issues. Putting the means and authority to execute and implement in the hands of those who are in a position to identify the problem may strengthen the University risk management strategy.

Several units and departments throughout the University have been working hard for a long time to resolve outstanding personal safety issues. In the past these efforts have met with varying success. The Audit process reinforced these efforts by providing a focus and an opportunity to formalize the issue identification process and may have motivated these groups to assume primary responsibility for risk management where conditions for action and follow-up were in place. These conditions included: a formal team made up of facility users; someone with authority for the management of the facility; people with an institutional memory; people who have a University-wide perspective; a step-by-step approach to identifying, measuring and strategizing with regard to personal safety issues; and connections to the units and/or individuals throughout the University who can and will act in a concerted effort to solve these problems or resolve these issues. The Fine Arts Faculty and the Webster Library are examples of units that model this effective risk management approach.

The current organizational review process focuses on continuous quality improvement, which is a social change process and will be most helpful in addressing social environment requirements as outlined at Concordia. As well, the process has, and most likely will continue to, elucidate strategies that should assist in improving conditions in the physical space environment.

RECOMMENDATIONS

This report includes many suggestions and ideas from the Concordia community. The recommendations that follow consider University-wide approaches to process or system improvements regarding problematic conditions in the physical and social environment.

1. Determine at the Office of the Rector the extent to which personal safety is a priority for the University. Once this determination is made, ensure direction to University faculty and staff regarding decision-making and response, at all levels of the University, regarding preventing, minimizing, and managing risks to the personal safety of Concordia community members.

2. Facilitate the development of short-term strategies aimed at the prevention of risks and constraints to personal safety within the social environment at Concordia. This requires that there be a team established immediately to consider need, action and implementation strategies.

3. Immediately adopt a 'risk management' approach to manage the risks to personal safety that have been identified in the physical environment.

Risk Management Tasks:

- Train key University members to collect data regarding risks to personal safety within the physical environment.
- Identify, on a regular basis, risks and constraints to personal safety within the physical environment and with regard to personal safety emergency response.
- Develop and implement processes to measure the magnitude of these risks and constraints against acceptable standards within the University while keeping in mind University strategies for renewal and improvement.
- Design strategies to manage these risks and constraints in collaboration with key University members by reducing, retaining, eliminating or transferring the risk.

4. Elaborate, over the next year, a risk-management planning process that focuses specifically on issues and concerns to personal safety within both the physical and social environments.

Risk-Management Planning Process Steps:

- Establish risk-management goals that ensure the value of personal safety is instilled in the operations of the University.
 - Conduct an inventory of all possible risks and constraints to personal safety.
 - Identify possible measures to control and manage these risks and constraints.
 - Evaluate control and management measures in light of:
 - The magnitude of the risk or constraint to personal safety.
 - Standard of care, acceptable community norms and ground rules.
 - Resources available: human, financial and physical.
 - Organizational renewal and organizational effectiveness goals, strategies and initiatives.
 - In collaboration with Concordia community members, and in particular, with key 'keepers' of the system, select an appropriate mix of 'risk' management and control measures.
 - Develop and implement an action plan to put these measures in place.
 - Establish consultative team(s) that would monitor, assess, and modify the plan.
5. Design a social change process for the University that addresses, from a social environment perspective, the problematic social climate conditions that exist at Concordia. This process should include strategies that ensure the 'people side' of change receives attention. In particular:
- Students, faculty and staff at Concordia need guidance through a process that enables a psychological readiness for change to begin.
 - Securing agreement and support for the need for change throughout the University.
 - Making sure community members are supported in dealing with the effects of work adjustments.
 - Helping those affected by organizational change to reposition themselves emotionally and psychologically within the University.
6. Investigate and determine the feasibility of a system within the University that decentralizes the means and authority to act on issues and/or to implement or execute strategies that correct problematic conditions in the environment where they occur.
7. Develop a University-wide conflict management strategy that ensures :
- clarity of roles and responsibilities
 - effective conflict resolution processes at all levels
 - an impact on changing environmental conditions that give rise to conflictual situations.

THE 1994-1995 CONCORDIA PERSONAL SAFETY AUDIT TASK FORCE

Margaret Hume - Cataloguing Librarian, Library, Central Advisory Health and Safety Committee

Nathalie Léveillé, undergraduate student, Services for Disabled Students

Eddie Locke, Operations Officer, Security (Loyola Campus)

Jim Kolokotronis, Technician, Chemistry and Biochemistry, Central Advisory Health and Safety Committee

Erin Selby, undergraduate student, Co-ordinator, Concordia Student Safety Patrol

Karen Ward, Industrial Hygienist, Environmental Health and Safety Office

Kathy Mc Donald, Co-ordinator of the 1994-1995 Personal Safety Audit

The Personal Safety Audit Task Force and the Co-ordinator would like to thank the Concordia community for its thoughtful and helpful participation in the 1994-1995 Personal Safety Audit. Approximately 900 members of the community contributed to a better understanding of personal and social safety concerns at Concordia and to the solutions proposed within this document. Concordia is indeed fortunate to have such a wide number of caring, concerned and committed individuals within its community.

Now is the time to provide feedback to the Co-ordinator regarding the concerns and issues for personal safety as identified in the Personal Safety Audit Report.

Submit any comments regarding the contents of the report, and your ideas and strategies for improving problematic environmental conditions, to:

KATHY MC DONALD at 848-4845, BC-210 or kpmcd@vax2.concordia.ca

The deadline for these submissions is **November 10, 1995.**

A complete report is available at the above address.